

MINUTES  
BOARD OF VISITORS ORGANIZATIONAL MEETING  
FEBRUARY 16, 2011  
WEST POINT, NY

**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.** Vice Chairman, Randolph Brock called the meeting to order at 11:45.

**3. ADMINISTRATIVE ANNOUNCEMENTS.** Meeting packages included an agenda, briefing slides, proposed meeting dates for the Spring and Summer Meeting, the final Brock/Rainey report, the 2001 Federal Register Final Rule on Federal Advisory Committee Management, and Federal Advisory Committee Act (FACA) and BoV Overview briefing slides

**4. ROLL CALL.** For the record, a quorum of the Board was present. A list of attendees, annotated to reflect members arriving late or departing early, is appended to these minutes.

**5. MR. SALT'S REMARKS.** Principal Deputy Assistant Secretary of the Army, Mr. Terrence ("Rock") Salt, addressed the BoV on the Army five year budget plan which directs the Army to reduce active duty strength to 520,000 active duty Soldiers, 27,000 less than the current permanent end strength. These reductions would be effective fiscal year '15 and '16 consistent with the projected draw-downs in the Middle East, allowing the active Army force structure deployment rotation to align with the reduction. This is consistent with efforts to reduce costs as end-strength is a key driver of the Army's budget.

The budget also calls for a reduction in contractor costs by 10% per year for three years, starting in FY2011, and a freeze of the civilian work force at 2010 levels for the next several years. The Army is currently approximately 10,000 civilians over that target and has placed a temporary hold on certain conversion actions while Manpower and Reserve Affairs and the SECARMY work out the best approach to reduce civilian workforce numbers. The Army's strategic themes are seeking efficiencies and affordability within the generating force.

**6. BOARD BUSINESS.**

**a. NEW MEMBER OATH OF OFFICE.** Mr. Brock administered the Oath of Office to newly appointed Presidential Member, Ms. Elizabeth McNally.

**b. ELECTION OF 2011 CHAIRMAN AND VICE CHAIRMAN.** A quorum being in attendance, Mr. Fred Malek was unanimously elected as Chairman and Mr. Randolph Brock III was unanimously elected as Vice Chairman of the 2011 BoV.

**c. OTHER BOARD BUSINESS.** Wednesday June 22, 2011 was selected for the Spring Meeting date in Washington DC and Friday July 29, 2011 was selected for the Summer Meeting date at West Point.

Congressman Shimkus suggested that during the Summer Meeting visitation Board members meet separately to have town-hall like meetings with randomized groups, including students, faculty, civilian employees and family members. Additionally he requested tours of ongoing and completed MILCON projects at West Point.

For the fourth consecutive year, the Board of Visitors Annual Report was submitted to the President on time. The 2010 USMA Board of Visitors Annual Report was signed and delivered to the President's office on 27 December 2010. 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. Rainey and all Board members, submission of the Annual Report remained on schedule.

Mr. Brock reported that the Academy made significant progress in addressing fiscal issues raised in the Brock-Rainey report, noting that opportunities remain for further improvement. West Point made progress in implementing most issues including increased focus by the BoV on fiscal affairs, increased independent auditing of major functional areas, increased transparency to the BoV of the independent and internal audits performed over Academy functions and operations, renewed leadership emphasis on internal controls and fiscal ethics, and a thorough review of the organization and effectiveness of the Academy's financial management organizations.

## **7. USMA UPDATES.**

**a. MISSION, VISION, PRIORITIES, INITIATIVES.** LTG Huntoon, 58<sup>th</sup> Superintendent of the United States Military Academy at West Point, focused attention on the mission of USMA and the education, the training and inspiration of the US Corps of Cadets. The clear focus and number one priority being the quality of life and 47 month experience of cadets as they prepare for their responsibilities as leaders of character. As a preeminent leader development institution whose graduates are a principal source of commissioned Officers for the United States Army, leaders of character and the foundation of the professional military ethic, West Point is a critical resource of intellectual capital for the nation.

The most important day for West Point graduates is the day after graduation when they assume their most serious responsibilities as leaders of character for the US Army. Throughout their time at West Point, cadets must remain connected to this service. West Point's connection to the Army must remain viable. Bringing back leaders of character who have served in the field force is one way this is accomplished.

Strategic communications is critical to USMA. Everyone affiliated with the US Military Academy must have the capacity to speak about its real meaning and purpose for the nation as USMA competes over the next several years in an era of fewer dollars. One of the things that a BoV can do is to serve as champions who advocate for the needs and purposes of the Academy.

Collaborations and partnerships are very important to USMA in order to open the doors of West Point and showcase the very best benchmarks, the best good ideas and to share with like-kind colleges and universities and with ROTC commands across the US. Those things work well for West Point in the business of leader development. These collaborations and partnerships are vital to West Point.

West Point's staff and faculty, a world-class, first-tier group of men and women serving the Corps of Cadets are also provided leader and professional development opportunities. The Dean, the Commandant and the Superintendent are working to make sure that is done to the very highest standard for the 55% of rotating faculty, the 27% of civilian experts and the remainder who are permanent members of faculty.

The enduring requirement at West Point is to sustain the excellence that has endured for many, many years and to make sure it remains cutting edge. That involves a focus, concentration and commitment to innovation to the business of adaptation essential in a 21<sup>st</sup> century where warfare is volatile, uncertain, complex and ambiguous. West Point must continue to remain relevant.

The number one USMA focus is on the cadet barracks construction and renovations. The barracks are overcrowded, with 40% of cadets housed three in two-man rooms. While the size of the Corps has grown there has not been significant construction since 1972, and many barracks are much older. Over time Sustainment, Restoration and Maintenance (SRM) dollars have been used to sustain the infrastructure, but it is imperative to stop deferring construction and renovations.

Over the next decade the US Army is providing the funding required to build a new set of barracks, renovate and restore the remaining sets to the standard required in the Army and the standard required to remain competitive at West Point. This is not the one-to-one standard of the US Army for its training and permanent Army barracks, but simply the standard that a two person room houses two cadets. The Academy is not asking for additional dollars but simply asking to accelerate the cost of the initial construction of the new barracks, \$65 million, from FY13 to FY12. In discussions with Army staff, it appears a move in that direction may be viable.

USMA has a clear understanding of the limits of contact between, cadets and cadet candidates during the integration of USMAPS at West Point. There are very strict and well defined NCAA guidelines that define what can and cannot be done in terms of communications and contact between intercollegiate athletics and USMAPS teams.

In the implementation plan of Don't Ask, Don't Tell, a chain teaching plan will begin at the top with leadership and instruction by the Inspector General. The Academy has been working very closely with HQDA on the Army plan and policy. A number of senior staff and faculty from the Dean, in large measure from the Department of Behavioral Science and Leadership, assisted HQDA crafting its implementation. At West Point it will begin with the senior leadership and work its way down through the USCC and all of the other audiences at West Point, notably the staff, faculty and the Garrison.

Two concerns that have been a focal point in LTG Huntoon's first eight months at West Point are the cadet barracks construction and identifying and understanding all sources of revenue and funding streams at the Academy, including funds raised through independent academic projects.

**b. RESOURCES.** COL Stafford, USMA Chief of Staff, updated the Board on FY2011 funding. Over the last four to five years USMA received its funding from the US Army in two increments. The challenge, in an era of a lack of predictability in funding, lies in managing mid-year and end-year unfinanced requirements funds, which are at the peak of a downward trend. USMA can make compelling arguments to HQDA on requirements and receive additional funding through the year in terms of the mid-year unfinanced requirements and end-of-year unfinanced requirements.

The vast majority of centers like the Office of Economic Manpower Analysis and Combating Terrorism Center at West Point are funded either on a reimbursable basis or through donors to provide not only intellectual capital and outreach to the Army but educational opportunities and opportunities for scholarship for the faculty to publish and advance in their fields in areas that matter to the Army and to America.

Fifty percent of the operations and maintenance (OMA) money USMA receives from HQDA is civilian payroll. USMA is being asked to absorb a \$7M cut in civilian pay and a 10% reduction in contracts. The Academy will collaborate with HQDA to determine the impact of those cuts and work out a solution.

The continuing resolution is expected going through in March with a starting target of \$132.9M. This is an upward trend from an Army perspective, \$128M in FY10 to \$132M but the determination of USMA unfinanced requirements is still unresolved.

Funds provided by HQDA are allocated across all dimensions of the Academy as it relates to military, physical and education requirements. The Cadet Mess Hall (feeding the Corps of Cadets) costs \$12.5M per year. This is normally included in the West Point Staff fund, but is broken out because the Cadet Mess Hall is potentially going to AMC, Army Material Command.

Improving the quality of food provided to the Corps of Cadets is currently being assessed. Nutritionally USMA is providing the dietary percentages and values, but is working to not only provide sound nutrition and also a cost-effective diet that encourages cadets to eat sufficiently and establish healthy habits for life.

**8. REMAINING BOARD BUSINESS.** The Board conducted a discussion on purpose, goals and objectives of the BoV. Areas of discussion included ensuring a strong connection with West Point not only for all graduates but for ROTC institutions and other audiences, colleges, universities and centers of excellence around the US. Strategic communications, collaboration and partnerships with non-traditional audiences will help ensure that West Point does its best to survive well in this era of declining resources.

The Board discussed regularly setting aside scheduled meeting time to discuss specific areas of strategic importance or concern to the Academy. One of those issues addressed was how the Board could help USMA better connect with the American people, not only with the message of the Military Academy and the opportunity it provides, but also the message of the Army.

The Board discussed its charter to look into morale, discipline, curriculum, instruction, physical equipment, physical affairs, and academic methods, and self assessment tools for determining effectiveness. There was also a consensus that the value of the Board was to inspire, to provide advocacy for West Point, and to serve as a champion for the institution.

9. **ACTION ITEMS.** Mr. Malek requested that West Point provide the BoV at its next meeting with a report on West Point's efforts to stay connected with its graduates. Rep. Shimkus requested that BoV meetings at West Point include small group meetings with randomly selected groups, including cadets and faculty, and that West Point propose to the board at its next meeting a plan for accomplishing that. Mr. Brock requested that West Point explore ways to accomplish a formal board evaluation, possibly using commercially available non-profit board measurement instruments. Mr. Malek requested that the areas of strategic importance selected for discussion be distributed to board members in advance of a meeting.

10. **ADJOURNMENT.** There being no further comments, Mr. Malek moved to adjourn. The motion was seconded by Mr. Brock and unanimously agreed upon. This concluded the 2011 Organizational Meeting of the USMA Board of Visitors.

Certified by:



Mr. Fred Malek  
Chairman  
USMA Board of Visitors



DAVID A. JONES  
LTC, US Army  
Designated Federal Officer,  
USMA Board of Visitors

APPENDIX TO THE MINUTES:

ROLL CALL

**Congressional Members:**

Senator Jack Reed	(arrived at 1226) (departed 1300)
Senator Kay Bailey Hutchison	(arrived at 1155) (departed 1216)
Senator Mary Landrieu	(arrived at 1215) (departed 1240)
Senator Richard Burr	(departed at 1210) (returned at 1240)
Congressman Jerry Lewis	(arrived at 1210)
Congressman Maurice Hinchey	
Congressman John Shimkus	(departed 1215)

**Presidential Appointees:**

Mr. Frederick Malek, Chairman of the BoV  
Mr. Randolph Brock, Vice Chairman of the BoV  
Dr. Charles Younger  
Ms. Elizabeth McNally

**The following members were absent:**

Mr. John Rainey  
Ms. Karen Hughes

Based on the BOV attendance, a quorum was present.

**Other attendees:**

Congresswoman Nan Hayworth  
The Honorable Rock Salt, Principal Deputy Assistant Secretary of the Army for Civil Works  
LTC Paul Taylor, OCLL  
MAJ Joe Funderburke, SAFM-BUL  
Mr. Arnab Raychaudhuri, PD ASA\_CW Salt's Aide

**Congressional Military Legislative Liaisons**

Ms. Carolyn Chuhta, MLA to Sen. Reed  
Mr. Dave Davis, Senior Advisor to Sen. Hutchison  
Mr. Kevin Kane, MLA to Sen. Hutchison  
Mr. Ross Nordurft, MLA to Senator Landrieu  
MAJ Vaughan Byrum, MLA to Senator Burr  
Mr. Spencer Freebairn, MLA to Rep. Lewis  
Ms. Andrea Alvord, Navy MF to Rep. Hinchey  
Mr. Grant Culp, MLA to Rep. Shimkus  
Mr. Dan Sadlosky, MLA to Nan Hayworth

**USMA command and staff members in attendance:**

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

BG Timothy Trainor, Dean of the Academic Board

COL Gus Stafford, USMA Chief of Staff

Ms. Maureen Fitzgerald, Director of Strategic Communications

COL Scot Ransbottom, G5

LTC David Jones, Secretary to the General Staff

MAJ Mike McDermott, Superintendent's Aide

Ms. Joy Pasquazi, BoV Conference Specialist

**Members of the Public**

BG (Ret.) Samuel K. Lessey

Mr. Greg Mathieson, MAI photo

Ms. Susan Fulton, USMA Class of '80