

2007

ANNUAL REPORT

UNITED STATES MILITARY ACADEMY

BOARD OF VISITORS



February 6, 2008

THIS REPORT IS NOT RELEASABLE UNTIL ACTED UPON BY THE  
PRESIDENT OF THE UNITED STATES

**REPORT OF THE 2007 BOARD OF VISITORS  
UNITED STATES MILITARY ACADEMY**

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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 (At Large)  
Mary L. Landrieu, Louisiana (SAC)  
Susan Collins, Maine (SASC)  
Kay Bailey Hutchison, Texas (SAC)

**U.S. Representatives**

John M. McHugh, New York (HASC)  
Maurice D. Hinchey, New York (HAC)  
Todd Tiahrt, Kansas (HAC)  
Jim Marshall, Georgia (HASC)  
John Hall, New York (At Large)

**Presidential Appointees**

The Honorable Samuel K. Lessey, Jr., "Brimstone Corner," Post Office Box 57, Hancock, New Hampshire 03449-0057 (Reappointed in 2006 to serve until December 31, 2008)

Dr. Charles Younger, 2000 West Cuthbert, Midland, TX 79701 (Reappointed in 2005 to serve until December 31, 2007)

Mrs. Rebecca Contreras, 700 Clear Springs Cove, Round Rock, TX 78664 (Appointed in 2005 to serve until December 31, 2007)

Mr. John S. Rainey, 402 Boulevard, Anderson, SC 29621 (Reappointed in 2007 to serve until December 31, 2009)

Mr. William H. Strong, 440 South LaSalle Street, Chicago, IL 60605 (Appointed in 2006 to serve until December 31, 2008)

Mr. Blake G. Hall, Anderson, Nelson, Hall & Smith, 490 Memorial Drive, Idaho Falls, ID 83405 (Appointed in 2007 to serve until December 31, 2009)

**3. DESIGNATED FEDERAL OFFICERS.** Lieutenant Colonel Shaun T. Wurzbach, Secretary of the General Staff, USMA, served as the Executive Secretary/Designated Federal Officer from July 27, 2004 to July 6, 2007. Ms. Cynthia J. Kramer, Conference Specialist to the USMA BoV, has served as the Designated Federal Officer from January 23, 2007 to present. Lieutenant Colonel Paul Sarat, Secretary of the General Staff, USMA, has served as Designated Federal Officer from June 23, 2007 to the 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 newspaper and bulletin notices.

**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 BoV's 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 2007.** The 2007 BoV actively pursued its inquiry and oversight mission by convening four meetings during the year. The Organizational Meeting was held in Washington, DC on January 31, 2007. The Spring Meeting was held in Washington, DC on April 25, 2007. The Summer Meeting was held at West Point, NY on July 14, 2007. The Annual Meeting, originally scheduled for November 16, 2007, was held at West Point, NY on December 7, 2007.

**b. The Organizational Meeting of the Board.** The first meeting of the BoV in 2007 was held on January 31, 2007, in Washington, DC. Attendance at this meeting included three US Senators, three US Representatives and six Presidential Appointees. A quorum, consisting of at least six Board members with one member of Congress was achieved. This meeting was open to the public. The Board discussed meeting dates and areas of interest and the focus for the remaining meetings during the year. The Board unanimously elected Congressman John McHugh as Chairman of the BoV and The Honorable Samuel K. Lessey, Jr. as Vice-Chairman. Lieutenant Colonel Shaun T. Wurzbach announced the appointment of Congressman Jim Marshall (GA) and Congressman Todd Tiahrt (KS) to the Board. Mr. Geoffrey Prosch, Principal Deputy Assistant to the Secretary of the Army for Installations and Environment and the Secretary of the Army's designated representative, addressed the Board and remained for the main meeting. A summarized transcript of this meeting can be found in Appendix I.

**c. The Spring Meeting of the Board.** This meeting was held on April 25, 2007, in Washington, DC. Attendance at the Spring Meeting included four US Senators, four US Representatives and six Presidential Appointees. A quorum consisting of at least six Board members with one member of Congress was achieved. This meeting was open to the public. The Chairman announced one new member appointed to the Board: Mr. Blake G. Hall. The Chairman also announced the reappointment of Mr. John S. Rainey. The Board

Subcommittees (Academic, Military/Physical, and Quality of Life) met with USMA leadership and discussed topics specific to their Subcommittees. The USMA Superintendent and the Academy leadership team updated the Board on events and issues ongoing at the Academy since the Organizational Meeting. The Honorable Pete Geren, Acting Secretary of the Army, addressed the Board and stayed for a portion of the meeting. A summarized transcript of this meeting can be found in Appendix II.

**d. The Summer Meeting of the Board.** This meeting was held on July 14, 2007, at West Point, NY. Attendance at the Summer Meeting included one US Senator, three US Representatives and five Presidential Appointees. Board members The Honorable Samuel K. Lessey, Jr, Dr. Charles Younger, Mr. John S. Rainey, Mr. William H. Strong, and Mr. Blake G. Hall toured West Point facilities and observed Cadet Summer Training at Camp Buckner on July 13, 2007. During this visit, the Board members had several opportunities to meet with cadets. A quorum consisting of at least six Board members with one member of Congress was achieved. This meeting was open to the public. The USMA Superintendent and the Academy leadership team updated the Board on events and issues ongoing at the Academy since the Spring Meeting. Mr. Geoffrey Prosch, Principal Deputy Assistant to the Secretary of the Army for Installations and Environment and the Acting Secretary of the Army's designated representative, addressed the Board and stayed for a portion of the meeting. A summarized transcript of this meeting can be found in Appendix III.

**e. The Annual Meeting of the Board.** This meeting was held on December 7, 2007, at West Point, NY. A quorum consisting of at least six Board members with one member of Congress was not achieved. No votes were taken. This meeting was open to the public. The USMA Superintendent and the Academy leadership team updated the Board on events and issues ongoing at the Academy since the Summer Meeting. Mr. Geoffrey Prosch, Principal Deputy Assistant to the Secretary of the Army for Installations and Environment and the Secretary of the Army's designated representative, addressed the Board and stayed for the meeting. A summarized transcript of this meeting can be found in Appendix IV.

## **7. CONCLUSIONS AND RECOMMENDATIONS.**

### **a. General Conclusions.**

(1) The state of the USMA, in its 206th year, is excellent. It continues to provide the Army with leaders of character who are inspired to a career in the armed forces. The BoV strongly affirms that the Academy is of exceptional value to the Nation as measured by the quality of the young men and women it develops. The Board considers the Academy the Nation's premier leader development institution.

(2) The Board accepts without reservation the actions taken by the Academy on the recommendations in the 2006 Report of the Board of the Visitors (Appendix III).

(3) Most of the challenges facing the Academy and issues of concern to the BoV are continuing in nature rather than being matters of quick resolution. The Board wishes specifically to emphasize and be kept apprised of any developments relevant to the following

topics, all of which were presented by the Board in the 2006 Report of the Board of the Visitors and all of which are continuing in nature:

- (a) USMA support to the Afghanistan Military Academy.
- (b) Unified funding for Intercollegiate Athletics.
- (c) Jefferson Hall Library Learning Center.
- (d) Minority Recruitment.
- (e) Sexual Assault and Sexual Harassment Awareness and Prevention.
- (f) The Cadet Honor Code.
- (g) Quality of Life for the Corps of Cadets.
- (h) The Cadet Leadership Development System (CLDS).
- (i) Cadet Social Development and Maturation.
- (k) USMA Foreign Language Program and Cultural Immersion Opportunities.
- (l) Movement of the U.S. Military Academy Preparatory School (USMAPS).

**b. Specific Conclusions and Recommendations:**

**(1) The Board shall inquire into: Morale and Discipline**

**(a) Conclusion:** The results of the Gender Relations Survey were released in January 2007. The survey shows that many of the incidents involve alcohol and/or occur in the cadet barracks. 10.5% of women reported unwanted sexual conduct (USC). Comparably, 1% of the men reported USC. Statistics show that cadets feel that the Academy's sexual assault training has become more effective in reducing or preventing sexual assault behavior, thus improving morale and discipline.

**Recommendation:** The Board believes that the Academy must continue to improve the culture and climate of the cadet environment. While education is having a clear impact on the Academy's gender relations, the Academy needs to continue to stress peer accountability versus peer loyalty. The Board requests periodic reviews on Academy programs in this area.

**(b) Conclusion:** The retention of USMA graduates by the Army is expected to increase by over 25% with the upcoming graduating class over previous graduating classes as a result of the Branch for Service and Graduate School for Service Programs. The latter also promises to improve morale relative to deployment length and frequency.

**Recommendation:** The Board requests information on USMA graduate officer retention, particularly as a result of the new programs, as it becomes available.

(c) **Conclusion:** The Board believes that the Honor System needs continued review inasmuch as its application creates legal versus administrative vagaries for both students and faculty. The Board believes that the operation of the Honor System may itself lead to unintended moral dilemmas. The Board believes that more education on the precise meaning of the Honor Code is warranted.

**Recommendation:** The Board requests periodic updates on the progress and findings of the Honor Study Group.

## (2) The Board shall inquire into: Curriculum, Academic Methods

(a) **Conclusion:** The Academy continues in the “self study” period for the Middle States Commission for Higher Education (MSCHE) accreditation in 2009. The Academy does have challenges which were acknowledged in the 2005 Periodic Review Report (PRR). The three challenge areas identified are: Resource Management, Strategic Planning and Institutional Assessment. Middle States looks for institutions to have a consistent and predictable funding stream. A Memorandum of Agreement (MOA) was signed this year which guarantees the Academy steady, predictable funding from the Army. The Academy requests that the Board remain intimately involved in this process. The Academy remains ultimately confident of its accreditation.

**Recommendation:** The Board should receive regular reports on the progress of USMA self study, particularly relating to the funding issue and the Board should receive detailed information regarding the compatibility of the proposed response by the Academy to the challenges to re-accreditation.

(b) **Conclusion:** The Academy is in the process of renewing its Accreditation Board for Engineering and Technology (ABET) accreditation. The ABET accreditation first relies on the MSCHE accreditation, but it gives the Academy a window for the graduates to earn professional engineering degrees. The “Record Year” for the next visit will be Academic Year 2007-2008 and an ABET evaluation team will visit the Academy in the Fall of 2008. In the previous visit in 2002, the Computing Accreditation Commission (CA) stated that it was concerned with the insufficient number of support personnel for the Computer Sciences program. The Academy believes it will be able to alleviate the problem of the shortage of personnel by hiring additional personnel within the next year.

**Recommendation:** The Board should receive regular reports on the progress of the USMA “self study”, particularly relating to the personnel issue and that the Board should receive detailed information regarding the compatibility of the proposed response by the Academy to the challenges to reaccreditation or partial accreditation.

(c) **Conclusion:** The Academy is in the process of revamping the Military Sciences curriculum with an emphasis on rigor and integration with the core academic curriculum.

**Recommendation:** The Board requests an update at the end of each academic semester on the progress of this initiative.

**(d) Conclusion:** The Academy remains confident in its offerings and opportunities for cadets in the foreign culture and language programs even as participation continues to rise.

**Recommendation:** The Board requests annual updates on the status of these programs and the participation rates.

**(e) Conclusion:** The Academy will present the revised Cadet Leadership Development System (CLDS) Manual in the summer of 2008 wherein the Academy will unveil an holistic approach to cadet development whereby the military, physical and academic programs are linked together to produce the attributes, skills, and knowledge required for commissioned service in the 21<sup>st</sup> Century.

**Recommendation:** The Board eagerly anticipates the publication of the revised CLDS Manual with a particular eye toward the modernization of the approach by the Academy to its mission and its assessment of success in that mission.

### **(3) The Board shall inquire into: Instruction**

**(a) Conclusion:** The goals of the military instruction program include: developing and sustaining a professional, moral, and ethical environment; graduating cadets who are proficient in Basic Officer Leadership Course (BOLC) I tasks, Warrior Tasks and Drills; developing leaders who are physically and mentally tough and experienced in activities which promote and enhance a healthy lifestyle, physical fitness, mental agility, and Warrior Ethos; and providing multiple practical leadership opportunities under varying conditions. These goals are met through classroom and field training, with military science classes all four years, Cadet Basic Training upon arrival at West Point, Cadet Field Training at Camp Buckner the Summer after the cadets' first year at the Academy, military skills competitions, and leadership opportunities in the U.S. Corps of Cadets and with units by participation in the Cadet Troop Leader Training (CTLT) program. The military instruction program ensures cadets complete all pre-commissioning tasks and get experience in the Contemporary Operating Environment during exercises which incorporate lessons learned from the Global War on Terrorism in order to prepare them to lead units upon graduation and commissioning.

**Recommendation:** The Board requests annual visits to academic classrooms and Cadet Summer Training.

**(b) Conclusion:** USMA has revised its Cadet Summer Training for 2008, adding a new field training event for cadets in their last Summer at the Academy. This new event, Cadet Leader Development Training, is designed to provide First Class Cadets with a Ranger School-like experience and at least three assessments of their performance in leadership positions. Additionally, it is designed to enable USMA and US Army Cadet Command to link together their advanced field training and assessment programs, providing more exchange opportunity between the two commissioning sources, thereby promoting shared peer-to-peer experiences earlier in a Cadet/Officer's career.



**Recommendation:** The Board requests an update on Cadet Leader Development Training.

**(4) The Board shall inquire into: Physical Equipment**

**(a) Conclusion:** The most recent Defense Base Realignment and Closure (BRAC) law directed that the USMA Preparatory School (USMAPS), which is currently located at Fort Monmouth, New Jersey, would be relocated to West Point, New York. The specific location, which has been approved, is located near Washington Gate where logistics buildings are currently located. The programmed budget today for that location is \$197 million. The Request For Proposals (RFP) and the conceptual design work will be complete in the Spring of 2008. Completion date for USMAPS movement to the Academy by law is no later than September 15, 2011.

**Recommendation:** The Board requests that USMA provide regular updates on the transition of USMAPS to West Point.

**(b) Conclusion:** The Residential Contracting Initiative (RCI) continues to move forward with an implementation date of July 2008 and promises to lessen both the time and cost of renovating or replacing approximately 100% of base residential structures.

**Recommendation:** The Board requests quarterly updates on the progress of RCI at West Point.

**(c) Conclusion:** The USMA Master Plan scheduled for completion in January 2008 will be delayed. USMA is working to assign a new completion date pending resolution of contractual issues. Funding remains a concern for both Department of the Army (DA) and BRAC projects included in each of the plan's components. Funding for athletic facilities, in particular, remains unidentified.

**Recommendation:** The Board requests continued updates on the plan and its potential funding along with adaptations anticipated as a result of funding difficulties.

**(d) Conclusion:** The Academy remains confident in its program for both renovation and new construction as approved in BRAC and otherwise but recognizes that facilities improvement must continue apace in order to maintain cadet expectations and morale.

**Recommendation:** The Board requests an update at the Organizational 2008 meeting of specific information concerning the needed upgrades for all existing facilities at West Point.

**(e) Conclusion:** The Academy anticipates the renovation of Michie Stadium in the foreseeable future. The Academy anticipates that some of the cost will be borne by private donations.

**Recommendation:** The Board supports this effort and requests periodic updates on the renovations and their funding sources.

**(5) The Board shall inquire into: Fiscal Affairs**

**(a) Conclusion:** Army leadership is excited about the Academy's implementation of Lean Six Sigma principles and the training of Academy personnel to achieve operational efficiencies. Army leadership is also pleased that Academy staff, faculty, Garrison personnel and, to a certain extent, cadets, will rotate back to the Army having been trained and educated in the principles of Lean Six Sigma.

**Recommendation:** The Board requests continued reports on the implementation of the Lean Six Sigma principles and their impact on Academy fiscal affairs.

**(b) Conclusion:** The Academy received \$129.2 million for FY07 in order to execute its programs: education, military training and athletic training. There is a MOA which states that, if the DA provides the Academy \$153 million in Garrison Funding, then such funding is sufficient. The MOA is a significant demonstration to the accreditors, both ABET and MSCHE, of a steady and predictable funding stream. It is extremely important.

**Recommendation:** The Board requests periodic updates on the status of the MOA as well as the impact upon Academy programs of the progress or lack thereof on this initiative. The Board reiterates its request for continued updates on the status of funding and personnel manning for the Academy for both current and future years. The Board would also like to receive reports on what projects USMA is not doing now as a result of inadequate funding. The Board requests that it be provided the accounts, documents and materials necessary to facilitate its oversight of the "fiscal affairs" of the Academy. These materials should include, inter alia, annual and interim reports, financial statements, balance sheets, income statements, flow of funds statements (or the Department of the Army equivalent thereof), budget data, forecasts and audits.

**(c) Conclusion:** The Academy Association of Graduates (AOG) will kick-off a capital campaign within the next 12-24 months. The donations brought in during that campaign will finance Academy "Margin of Excellence" projects based on needs prioritized by the USMA Superintendent.

**Recommendation:** The Board requests a briefing from the AOG on the status of the capital campaign as well as the impact upon Academy programs of this fund raising initiative. The Board reiterates its position that the Academy needs both Appropriated Funds (AF) and gift funds in order to remain competitive as a Tier 1 university.

**(d) Conclusion:** The Public Works Commercial Activity Study (A76) was announced to Congress in September 2006 and is a 23-month study. The Directorate of Public works at the time of the announcement had 531 authorizations. The results of this competition will effect all employees within the West Point community.

**Recommendation:** The Board should be kept abreast of the A76 Study from the appropriate agencies at West Point and in the Army.

**(e) Conclusion:** The Academy has been running a deficit in the Cadet Ration Fund for 12 of the last 14 months. Although contracted for food service, the Cadet Mess was part of the overall logistics function the Academy competed in as an A76 study and the Academy won the contract as the Most Efficient Organization (MEO).

**Recommendation:** The Board requests quarterly reports on the Fund and its solvency.

**(6) The Board shall inquire into: Other Matters relating to the Academy**

**(a) Conclusion:** The USMA Tiger Teams have been working on important initiatives, including: a New Strategic Planning Process, the development of the Academy Vision, the development of Strategic Goals, execution of the Leader Development System at the operational level, refining of application standards, how to nest the Academy's officer military training appropriately with the Army's current training vision, the physical development of cadets, and the moral/ethical development of cadets. The resulting recommendations are being prioritized and resourced for future implementation.

**Recommendation:** The Board requests periodic updates on the work of the Tiger Teams and the implementation of their recommendations.

**(b) Conclusion:** The Academy stood up a Diversity Office on April 2, 2007. The Academy determined that in order to prepare cadets to become effective leaders in today's Army they must possess a deep understanding of diversity. Leaders in today's Army face the challenges of leading a racially, ethnically, and culturally diverse force. Further, they must lead this force in diverse theaters where a deep understanding and appreciation for cultural differences is necessary for success. Initiatives on which the Diversity Office started working include:

(1) Began staffing a concept plan which will add an O-6 Academy Professor, a civilian Title 10 Curriculum Coordinator, and an administrative/web manager (GS-9). If approved, the Diversity Office will consist of the following personnel:

<b>Position</b>	<b>Grade</b>	<b>Current Status</b>
Director	O-6 / Academy Professor	<b>Filled</b>
Deputy Director	O-4 / EO Program Manager	<b>Filled</b>
Education Coordinator	Title 10 Civilian	Pending Concept Plan App
EO Advisor	E-8	<b>Filled</b>
Admin/Web Manager	GS-9	Pending Concept Plan App

(2) Met with individuals in charge of diversity programs at other academic institutions, in leading U.S. businesses, and within the Army Diversity Office. The Diversity Office was able to leverage these contacts for advice and guidance in building a successful diversity program.

(3) The USMA Faculty Subcommittee on Diversity identified the existing courses in the Academy's curriculum in the areas needed to be addressed in order to make diversity an integral part of cadets' 47 month development program. The Subcommittee on Diversity also

conducted a self-study of the Academy which assessed current diversity initiatives and programs.

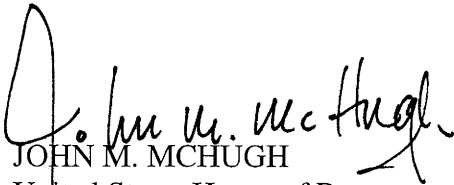
(4) Began renovation of office space on the 4<sup>th</sup> floor of Taylor Hall for the Diversity Office.

**Recommendation:** The Board requests information on the activities of the Diversity Office. The Board views the achievement of diversity goals of great importance to the Academy.

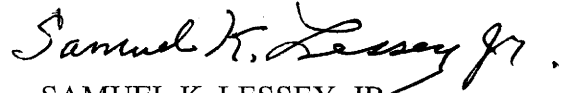
**8. RECOGNITION.** Colonel Michael L. Jones, the Director of Admissions, retired in December 2007, distinguishing himself, the USMA, and the United States Army through his meritorious service during his career of more than 37 years. COL Jones served in numerous command and staff positions, culminating in his assignment as the Director of Admissions of the USMA for the last 12 years. He inspired future generations of leaders to follow their call to duty by encouraging them to apply to West Point, enabling the Army to access over 13,000 new cadets, with nearly 10,000 graduates entering the Army as commissioned leaders of character. The Board recognized and paid tribute to the long and exemplary service of Colonel Jones during the Annual Meeting of the Board on December 7, 2007.

**9. IN MEMORIAM.** The Board of Visitors notes, with great sorrow and regret, the 60 USMA graduates who have lost their lives in the Global War on Terrorism through December 31, 2007. The Board pays respect and honors them for their service and sacrifice for the Nation.

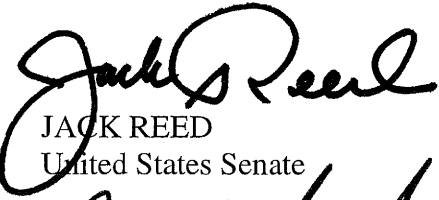
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BOARD OF VISITORS



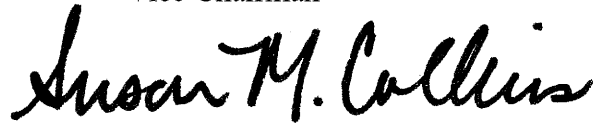
JOHN M. MCHUGH  
United States House of Representatives  
Chairman



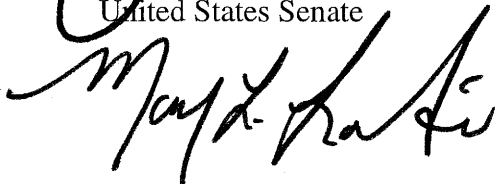
SAMUEL K. LESSEY, JR.  
Hancock, New Hampshire  
Vice Chairman



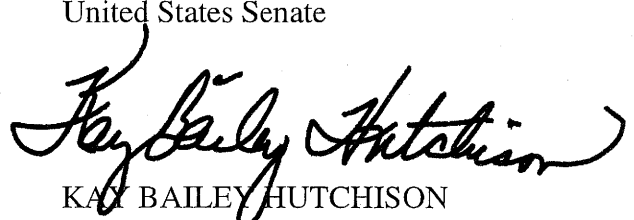
JACK REED  
United States Senate



SUSAN COLLINS  
United States Senate



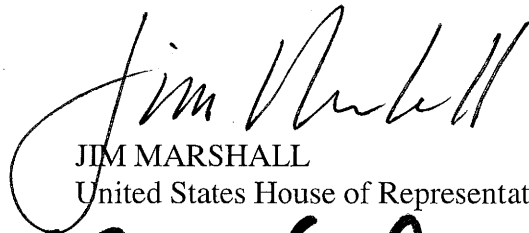
MARY LANDRIEU  
United States Senate



KAY BAILEY HUTCHISON  
United States Senate



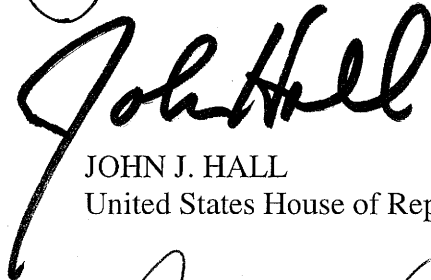
MAURICE D. HINCHEY  
United States House of Representatives



JIM MARSHALL  
United States House of Representatives



TODD TIAHRT  
United States House of Representatives



JOHN J. HALL  
United States House of Representatives



CHARLES M. YOUNGER  
Midland, Texas



REBECCA CONTRERAS  
Round Rock, Texas



WILLIAM H. STRONG  
Chicago, Illinois



JOHN S. RAINEY  
Camden, South Carolina



BLAKE G. HALL  
Idaho Falls, ID

## **SUMMARY OF ACTIONS TAKEN IN RESPONSE TO THE 2006 RECOMMENDATIONS OF THE BOARD**

**TITLE AND DATE OF REPORT:** 2006 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 actions were taken in response to the 2006/2007 recommendations of the Board:

**(1) Continuing USMA Challenges with appropriate Academy Responses**

**(A) DoDEA proposal to close West Point Elementary and Middle Schools.**

**USMA Response:** West Point has closely monitored any actions at DoDEA HQ with regard to any proposal concerning DoDEA schools nation-wide. At present, there is no action on-going to close any DoDEA school to include West Point Schools. The DoDEA Transfer Study conducted in 2003/2004 is not being acted upon by DoDEA or DOD at this time. If the aging study is to be acted upon, the decision will be made by senior officials in the Office of the Secretary of Defense in consultation with the Military Services. (Special Note: Since the Transfer Study, there have been several intervening events which change the original factors considered in Phases 1 and 2: the Global War on Terrorism and heavy deployments, transformation in Europe, and the privatization of housing on military installations.) West Point continues to monitor any action affecting West Point Schools.

**(B) USMA support to the Afghanistan Military Academy.**

**USMA Response:** The National Afghanistan Military Academy (NMAA) is a tremendous developmental opportunity for USMA faculty and a great outreach opportunity for the Army. We recommend that this relationship continue indefinitely in order to ensure continued success at NMAA while concurrently providing tremendous developmental opportunities for USMA faculty. We believe that the benefit to USMA equals or exceeds the benefit to NMAA in terms of our faculty's awareness of curricular development and awareness in the Army of the establishment of the NMAA.

During 2007, both the Commandant's and Dean's Major Activity Directorates (MAD) have provided support to the further development of the NMAA. During 2007, USMA has deployed 13 faculty members to NMAA; four were civilians and nine were military officers. Most of these deployments were directed toward development of the curriculum. COL Steve Ressler and Dr. Chris Conley deployed for 90 days each to develop a major for civil engineering, develop two fundamental engineering courses, and one engineering laboratory. MAJ Brad Cook deployed for 90 days to develop an Information Technology laboratory for computer science majors. Dr. Larry Butler deployed for 90 days to develop further the physical education program. Eight additional faculty deployed over the summer to support

curricular development in areas associated with law, leadership, history, and engineering. LTC Scott Hamilton, a faculty member in the USMA Department of Civil and Mechanical Engineering, was selected by the Corps of Engineers to serve as Chief, NMAA Implementation Team from June 2007 to June 2008. LTC Hamilton is expected to return to USMA as a member of the faculty upon completion of this tour.

After-action input provided by returning personnel emphasizes the importance of stronger pre-deployment synchronization with CONUS Replacement Center (CRC). Additionally, USMA ought to continue coordinated deployments as teams when feasible with durations lasting at least two months in length in order to ensure support and an adequate return on the team's investment in administrative processing. In order to provide for continuity between successive deployments of faculty and staff to NMAA, a repository of archived documentation, after-action reports, and available sources of information for current and planned deployments, several persons called for the formation of a NMAA Continuity Committee at USMA. These issues primarily reflect logistical support and coordination. One pressing challenge which must be addressed consistently is the selection and retention of qualified NMAA faculty, particularly in the fields of engineering and computer science. In order to maximize success in retention of faculty in these fields, NMAA will need to continue to establish close relationships with departments at Kabul University.

(C) Unified funding for Intercollegiate Athletics.

**USMA Response:** The Ronald Reagan National Defense Authorization Act for FY2005, Section 544 (10 U.S.C. Section 4359), gave the Secretary of the Army the authority to designate funds appropriated to the Department of the Army and available for athletic and recreational extracurricular programs "to be treated as nonappropriated funds and expended for those programs in accordance with laws applicable to the expenditure of nonappropriated funds. Appropriated funds (AF) so designated shall be considered to be non-appropriated (NAF) funds for all purposes and shall remain available until expended." By memorandum of 29 January 2005, the Secretary of the Army delegated to the Superintendent the authority to designate such funds for a period of three years from that date. A request to the Secretary of the Army to renew that authority when it expires in January 2008 and extend it for a period of five years to January 2013, has been prepared and will be pursued through the Department of Army channels.

In February 2005, USMA started implementing the Secretary of the Army delegated authority along policies and guidelines endorsed by the Assistant Secretary for Financial Management & Comptroller (ASA FM&C), the Office of the Army Judge Advocate General (TJAG), and the Community Family Support Center (CFSC). Since that time, the program has grown from the early re-designation of AF to NAF of \$5.1 million in fiscal year 2005 to \$7.836 million in fiscal Year 2006.

Aside from providing the USMA leadership the ability to make informed and better decisions affecting the USMA Corps of Cadets' physical and military programs, this authority has facilitated the transition to a single set of rules and procedures supporting the USMA athletic program and recreational extracurricular activities in a number of key management areas. These have included asset accountability, procurement of services and property, accounting functions (excluding the civilian payroll still maintained for those AF employees

still on board), and financial management and reporting increasingly aligned to NAF procedures. Progress has also been made in the management of personnel, as USMA continues to monitor APF positions which become vacant for possible conversion to NAF, ultimately achieving a single personnel management system to be governed by NAF rules.

**(D) Jefferson Hall Library Learning Center.**

**USMA Response:** The Jefferson Hall Library Learning Center is approximately 86% complete as of 31 December 2007. Beneficial occupancy date is scheduled for March 2008. The new library is scheduled for use in August 2008.

Planning is underway for acquisition of shelving and furniture to populate the new building. Contracts for furniture and equipment were awarded in September 2007, with the exception of office furniture. Office furniture contracts will be awarded in early 2008. Installation of that furniture and equipment continues to be planned for March through August 2008. The procurement of audio visual and other electronic items will take place late in the equipment acquisition process rather than now to avoid purchase of items which could become obsolete in two years awaiting installation. We are confident that Jefferson Hall will have the most up-to-date equipment available when the doors open in August 2008.

**(E) Minority Recruitment.**

**USMA Response:** Final applications for the class of 2011 show a continued rebound after five years of a slow taper after the post 9/11 surge. Although applications for all underrepresented minorities were up this year, the most noteworthy surge has been in the number of Hispanic applicants. The Admissions Office saw a 9.6% increase in the number of Hispanic applicants for the Class of 2011. This increase resulted in a record 122 Hispanics matriculating with the Class 2011 (a 23% increase over the Class of 2010). As a result, Hispanics will compose 9.4% of the Class of 2011. This represents a record percentage of Hispanics in a USMA class, and is greater than the current Hispanic class composition goal of 5%-7%. The Admissions Office continues to conduct Minority Blitz Campaigns in major US metropolitan areas in order to inspire, not only the minority candidates, but also to provide information and background to those who influence these candidates in their college decisions. The Admissions Office continues to refine its mailing campaigns based on the PSAT, SAT and ACT scores of minority high school sophomores, juniors and seniors and also expanded partnerships with organizations like the Ventures Scholars who identify high school students who show a propensity to succeed at difficult colleges and universities like USMA. The recruitment of African-Americans continues to be a challenge as we compete with other institutions of higher learning for the same quality students. Immediately following 9/11, all service academies experienced a significant decrease in African-American applications. However, as a result of our Metro blitz campaigns and expanded nurturing mailing programs, the Admissions Office realized a 3.6% increase in African-American applicants for the Class of 2011. The Admissions Office continues to reach out to members of both Congressional Black and Hispanic Caucuses to enhance further the cooperation and coordination with these key influencers. Finally, the Admissions Office will capitalize on the momentum generated from this year's successful Diversity Leadership Conference and the newly established USMA Diversity Office to look for new and innovative ways to ensure USMA continues to admit diverse classes which are an accurate reflection of American society.



(F) Sexual Assault and Sexual Harassment Awareness and Prevention.

**USMA Response:** As USMA begins another academic year, the leadership will continue to work together to eliminate sexual assault in this community. The Sexual Assault and Response Team (SART) will assess the changes, recently made, to determine their effectiveness and seek new ways to make the sexual assault prevention and response program even better. Now that two years have passed since the release of the DoD Task Force Report on Sexual Harassment and Violence at the Military Academies, the SART is beginning to see the effects of the improvements to the program based on these recommendations. Awareness of the issue is at an all-time high, incidents of harassment are more frequently addressed in institutionally documented procedures, and cadets are showing signs of culture change, demanding respect not only for themselves but for their peers as well. The Military Academy's standards are the Army standards, and it remains USMA's challenge to inspire leaders of character for the nation, who fully embrace the Warrior Ethos and the Army Values.

The Defense Task Force on Sexual Harassment and Violence at the Military Service Academies Report dated June 2005 made 44 recommendations to consider in the Sexual Assault and Response Program execution. USMA has provided six quarterly reports to the Secretary of the Army on the status of these recommendations and the program in general. Of 110 subsequent actions, 104 are currently completed (rated in a green status), six are ongoing (amber), and none are red (can not be completed due to resource constraints).

Military initiatives included the Commandant addressing the Corps of Cadets during the January 2007 return to school "Reorganization Week", and highlighting the higher standards expected of the cadets regarding the issues of sexual assault, sexual harassment, gender discrimination, and respect. Additionally a Junior Leaders Panel of Combat Veterans, invited to return to the Academy in the fall of 2007 to address the cadets, was composed of one-third women, emphasizing the value of military women serving in the war.

In order to ensure cadets assume more responsibility for holding others accountable for alcohol misuse, sexual harassment, and other respect issues, the USCC staff conducted an assessment of the Cadet Leader Development System (CLDS) in the area of leadership responsibility versus leadership privilege. The review is complete and numerous academy documents were amended to define clearly privileges and the responsibilities which each cadet must fulfill in order to retain these privileges. The intent is that, as privileges increase with rank, there is a corresponding increased level of responsibility. Additionally, the Cadet Disciplinary Code specifically defines as misconduct those instances where a cadet leader fails to hold another cadet responsible for his or her actions. Violations are posted on the USCC website in order to increase visibility of the incidents, facilitate respect training, and decrease 'rumor mill' side-effects. This website averages 1,000 "hits" per month and has had over 12,000 "hits" since its recent inception.

In order to ensure that the leadership, staff, faculty, and cadets model behaviors which reflect and positively convey the value of women in the military, USCC reviewed Cadet Summer Training (CST) and the requirements for combat-arms coded positions at Cadet Field Training at Camp Buckner. As a result, CST had 11 women officers actively involved in training. Of 16 committee chiefs during the critical phase of Operation Highland Warrior at Camp Buckner,

five were women. Of the 31 total committees during CST, 13 committees had women soldiers serving on them in a key position.

Tactical (TAC) Officer and Noncommissioned Officer duties were clarified to ensure that emphasis was placed on spending more time with cadets and in the cadet area. A TAC time survey was administered to determine how TACs could more effectively use their time. Based on the results, the administrative workload was reduced which has allowed TACs to spend more time with cadets.

Under the auspices of the CLDS, USMA is developing a Social Maturation Plan. The Cadet Leader Development Social Subcommittee has defined its goals and is developing assessment metrics for those goals. As part of the Social Maturation Plan of the Cadet Leadership Development System, the Directorate of Cadet Activities completed renovations of the Cadet First Class Club, wrote a guidebook for Cadet Club Officers, reenergized the Cadet Activities Program (i.e. wine-tastings, dances, outdoor BBQs and movies, and ballroom dancing classes), gave classes to cadets on alcohol and military etiquette, and the “biggest hits”, opened Grant Hall’s “Chock Full of Nuts” Coffee Shop and Arvin Gym’s Smoothie Shop in March 2007.

In 2008, the Simon Center for Professional Military Ethic (SCPME) will fill a civilian Title X professor position in order to round out the Academy’s character development education, outreach and research requirements.

The Academy partnered with the Champions of Character Subcommittee of the National Association of Intercollegiate Athletics (NAIA) to implement a program at USMA which establishes athletic team core covenants and endstates focused on the foundations of Respect, Responsibility, Integrity, Sportsmanship, and Servant Leadership, which support the Warrior Ethos and the Seven Army Values.

In 2005, the Department of Physical Education (DPE) implemented the nationally recognized Champions of Character initiative into their Competitive Sports program. The Champions of Character program was created by the NAIA in response to the deteriorating standards of integrity in sport and society. Its mission is to create an environment in which every student-athlete, coach, official, and spectator is committed to the true spirit of competition through the core values of respect, responsibility, integrity, servant leadership, and sportsmanship.

The Champions of Character program is designed to instill an understanding of character values in sport. Training is available for student-athletes, coaches, and parents to help them know the right thing, do the right thing, and value the right thing inside and outside of the sports setting.

At USMA, the Champions of Character program:

- Reinforces the Army Values and provides specific strategies on how to teach these character traits on the athletic fields
- Provides training and certification for DPE sport educators, club coaches, Officers in Charge (OICs), and cadet coaches
- Provides application models which coaches can utilize in their practice and game plans to teach character through sport

To establish an effective training program for faculty, staff, sponsors, and volunteers who work closely with cadets, USCC is developing "The West Point Experience" Handbook for Staff and Faculty. Revision of the Sponsorship Handbook is almost complete with a more reader-friendly version of the program and its policies, particularly with regard to sexual assault policy.

Instead of a hard copy sexual assault quick reference guide for staff and faculty, relevant USCC regulations are now posted on the web. The Brigade TAC also visits each academic department and the Office of the Director of Intercollegiate Athletics to detail the annual changes to USCC sexual assault policy.

Curriculum changes focus on mandatory courses for all cadets, with new course objectives related to human sexuality, sexual assault, counseling, and sexual discrimination relative to military justice. The Law Department assessed changes made last year in the core law course for seniors and fine-tuned the course labs. The Military Science curriculum was evaluated regarding the military ethos and the appropriate use of force within the profession of arms. The committee determined that the current lesson plans meet the course objectives: MS203 discusses civil considerations as a subset of battlefield analysis, and MS301 and MS401 address the use of force under the Law of Armed Conflict and the Rules of Engagement. In the Department of History, a top to bottom curriculum review last year considered the need to focus on cultural issues and gender issues in particular. The review resulted in a new course, HI461: Gender History. Additionally, many other history courses cover topics involving gender history. Core courses in US and World History devote lessons to cultural themes including gender. Electives do the same, as specifically stated in course descriptions for HI343: Modern Germany; HI394: Revolutionary America; and HI351&352: Advanced History of Military Art.

Military women currently make up 13% of the Academic Staff and Faculty. Projections are down for upcoming years. Rates for Graduate School selection have widely varied (2003 - 10%, 2004 -13%, 2005 - 7%, 2006 - 20%, 2007 - 11%). Future recruiting goals for staff and faculty will remain targeted at 20%. The number of military women in the United States Corps of Cadets (USCC) Staff is 14% (Department of Military Instruction (DMI) - 9%, Department of Physical Instruction (DPE) - 21%, Brigade Tactical Department (BTD) -12%). Senior leader demographics continue to improve indicated by the Senate confirmation of COL Maritza Ryan as Head of the Department of Law, and the announcement of Laura Kirchgraber as the Head Women's Cross Country coach. The percentage of women in the United States Corps of Cadets, and the future recruiting goal for women cadet admissions is 16%. The Class of 2011 is currently standing at 17% women.

A number of administrative updates show continued emphasis on the issue of Sexual Assault, the most significant being the approval, signing and distribution of the USMA-level Sexual Assault Prevention and Response Policy. Additional highlights include the Provost Marshal's continued work with the local law enforcement agencies to establish a Memorandum of Understanding (MOU) with a target of June 2008 to finalize that agreement.

The effort to establish collaborative relationships with other civilian authorities for sexual assault victim support reached a significant milestone when a MOU with the Mental Health Association in Orange County, Incorporated, Rape Crisis Service was approved and signed in a

formal ceremony. The MOU includes provisions for sharing training programs and exchanging non-identifying sexual assault data, the last conducted on 21 March 07.

USMA is meeting requirements to maintain data and case management information administratively at DoD and DA standards. The SARC currently uploads data into the Sexual Assault Data Management System (SADMS), and is prepared to utilize the DoD Case Records Management System (DCRMS) when it is fielded.

Specialized training for various personnel was evaluated and the Victim Witness Liaison (VWL) investigators, prosecutors, and newly assigned personnel training programs were assessed, refined, approved, and implemented to standard. Sensing sessions are also conducted to provide feedback on the effectiveness of prevention efforts relating to sexual assault.

Future renovations of the cadet living areas contain gender separate but communal toilet and bathing facilities (commonly called “gang latrines” which is not the Army goal of private or shared-with-a-roommate bathrooms in rooms), but planned added building space will facilitate improved grouping of women’s rooms near the latrines. A new building is in the current Army Program for FY 2011 and FY 2012. Scott Barracks’ renovation is in the current Army Program for 2013. Renovations for the remaining seven buildings are in the long-range program.

The Academy has recently been challenged by the local media on the effectiveness of its Sexual Assault Program, with some former cadets revealing their stories. The Academy emphasized through the Program Manager that the program is continuing its efforts to improve reporting rates, culture, and offender accountability. Other Public Affairs Office (PAO) efforts have focused on highlighting the successes of women at USMA and have targeted the internal West Point community through articles in the weekly paper, The Pointer View. Additionally the external community was reached through a Fox News piece which featured the successes of women cadets, and an article in Essence Magazine which highlighted black women cadets at West Point.

The Academy supported the work of the 2007 Focus Groups conducted by Defense Manpower Data Center (DMDC) from 9-13 April. The team met with 16 groups of ten cadets each. The groups were separated by class and gender and met for 45 minutes. They asked targeted questions focused on areas needing improvement in the USMA program, to include reporting rates and trust in the system through the process of reporting. DMDC has provided USMA with transcripts of the sessions and provided a final report in December 07.

USMA supported the Army’s Program of April as Sexual Assault Awareness Month (SAAM) with numerous activities. A Proclamation from the Superintendent was published in the The Pointer View. The First Captain addressed the Corps of Cadets on the 2006 Gender Relations Survey. Signs were posted at all gates to West Point announcing April as Sexual Assault Awareness Month. Information booths were set up at the Post Exchange. The USMA Sexual Assault Prevention and Response Program Information Briefing was given to the attendees of the Military Academy Liaison Officer Conference and the West Point Parents’ Club Conference. The highlight of the SAAM Program was on 24 April when all personnel were authorized to wear Teal Wristbands imprinted with this year’s theme, “Stand Up Against

Sexual Assault .....Make a Difference,” and all professors took a few minutes to talk about the issues of sexual harassment and assault before the start of their academic instruction.

The Sexual Assault Prevention and Response Program has, over the past two years, been systematically integrated into USMA’s overall developmental process. With a process which solicits input from the entire community, USMA will continue to fine tune this system and will work aggressively to eliminate this behavior from its ranks.

**(G)** Impact Aid for the Highland Falls School District.

**USMA Response:** This issue has been fully resolved. The Department of Education has officially granted forgiveness of overpayments for all three years in question.

Additional information on Current Budget: The local school district operated last year with the assistance of a \$1 million grant from the DoD Office of Economic Adjustment. The grant covered reimbursement for personnel costs, which were originally cut from, then restored to, the district's operating budget. The district is again being supplied with funding from the DoD Office of Economic Adjustment, this year in the amount of approximately \$1.5 million. However, because the Academic Year (AY) 2007/2008 school district budget failed twice to be approved by the voters of the district, cuts will have to be made to bring the total budget within the contingency budget guidelines required by NY State Education Law. These cuts are not yet decided, but the local school board has indicated that funding for athletics transportation, extra curricular activities, and some teaching positions will have to be eliminated or curtailed. The grant cannot be used to restore any of these cuts. The district continues to be frugal in approving any additional spending, approving only those budget items which are essentially in the best interests of students and/or enhance the teaching and learning process. The district remains under an austere budget; transportation cuts were made in the school budget to some extracurricular programs. Local fund raising by the HS Booster Club has helped to secure funds to offset these cuts in transportation.

**(H)** The Cadet Honor Code.

**USMA Response:** First and foremost the Honor Code and System at West Point and in the Corps of Cadets is healthy and strong. The Corps of Cadets has taken its role of ownership of the Code and System seriously. Honor trends are generally consistent with that of statistics gathered in the past decade. There are no significant upward or downward trends in honor cases among classes or demographic populations. With the assistance of the Simon Center, Honor and Respect Education has greatly improved. Honor education touches every cadet and the staff and faculty as well, as both populations are involved with Professional Military Ethic Education (PME2) with an emphasis on open discussion, application to the Army and the criticality of honor and respect in the Officer Corps. Much energy has been spent in the classroom and in PME2 discussions analyzing the causes and impacts of breaches of integrity in the OPERATION ENDURING FREEDOM and OPERATION IRAQI FREEDOM campaigns, for example, Abu Grahیب and Haditha. Finally, as a result of very positive feedback from cadet participants in the Honor and Respect Mentorship Programs, ways to provide all cadets some of the same self-reflection and mentoring opportunities which are the strengths of these programs are being examined.

**(I) Quality of Life for the Corps of Cadets.**

**USMA Response:** Quality of Life continues to be a priority at USMA for the Corps of Cadets. Much energy has been spent, through the work of many members of various Tiger Teams, to review privileges, clubs, social outlets, and cultural opportunities in and around West Point which focus on cadet quality of life issues. USMA has improved internet capabilities in the barracks and surrounding Cadet areas, and the leadership is currently looking at laundry services provided to cadets, and other need based services (banks, staples, book and cadet store facilities) afforded to cadets.

**(J) The Cadet Leadership Development System (CLDS).**

**USMA Response:** In 2006 the CLDS committee reported an organization and process which would expedite the integration and synchronization of the activities of the developmental programs. In the last year the committee turned its attention to the careful and methodical execution of this approach. In January 2007 the Academy leadership conducted a strategic planning meeting off-site to develop the institutional goals of the Academy. The first goal developed was the graduate outcome goal which is the overarching goal for the CLDS. As approved this goal is:

“Our graduates will be commissioned warrior-leaders prepared for the intellectual, ethical and physical demands of officership across the broad spectrum of challenges in professional military service.”

To understand better this overarching goal, and to ensure all facets of its intent are achieved, the CLDS committee developed the following graduate outcome objectives which were staffed across the Academy and approved by the Superintendent:

Graduates who:

- Possess the identity of themselves as officers who internalize the facets of a warrior, servant of the Nation, member of a profession, and a leader of character
- Internalize the Army values
- Demonstrate a strong sense of responsibility for their own development in the pursuit of realizing their full potential
- Understand fundamental principles of military operations
- Demonstrate mastery of basic military skills required for entry into commissioned service
- Demonstrate an understanding of human behavior and culture
- Anticipate and respond effectively to the uncertainties of a changing world
- Act rationally and decisively under pressure
- Live a healthy lifestyle
- Maintain a high state of physical fitness
- Demonstrate a dynamic moral search to inform their worldview, self-awareness, and social-awareness
- Demonstrate personal and social responsibility
- Understand strategic implications
- Are tenacious with the mental and physical ability to endure through adversity
- Think, speak, and write clearly and insightfully
- Enter the Army prepared for a career as a commissioned officer

These objectives are the measurable details of the graduate outcome goal at the institutional level. The six chairs of the CLDS Developmental Domains, with these objectives as their benchmark, developed the goals for each of their respective domains. These goals were also staffed across the Military Academy and approved by the Superintendent. The domain goals are:

(1) Intellectual Domain. Graduates who:

- (a) think and act creatively
- (b) listen, read, speak, and write effectively
- (c) demonstrate the capability and desire to pursue progressive and continued intellectual development
- (d) demonstrate proficiency in six domains of knowledge: Engineering and Technology; Math and Science; Information Technology; History; Culture; and Human Behavior

(2) Military Domain. Graduates who:

- (a) understand operational concepts of war
- (b) understand precepts of military law
- (c) understand fundamentals of military leadership
- (d) understand the officer's professional identity
- (e) are proficient in the basic military skills required of an officer (BOLC 1 tasks)
- (f) demonstrate mastery in marksmanship, first aid, land navigation, small unit battle drills, and preparing and delivery of small unit operations orders
- (g) demonstrate the capacity to solve military issues during periods of high stress

(3) Physical Domain. Graduates who:

- (a) demonstrate the knowledge, skills, and abilities to promote and maintain personal and unit fitness for themselves and their Soldiers
- (b) demonstrate the courage needed to accomplish challenging physical tasks
- (c) demonstrate a personal and professional commitment to participation in sports and physical activity throughout a military career
- (d) live a balanced and healthy lifestyle
- (e) understand the impacts of adversity and how to implement measures to reduce stress

(4) Ethical Domain. Graduates who:

- (a) understand and demonstrate loyalty to the Constitution, the Army, the unit, superiors, subordinates, comrades, and self
- (b) epitomize humility, self-effacement, and selfless service
- (c) assume ownership of professional values
- (d) live honorably and exhibit trustworthiness to do what they say they will do
- (e) can construct an ethical solution and take right actions in the midst of morally ambiguous situations
- (f) demonstrate discipline and moral courage to take the right action in situations which challenge Army Values

(g) display respect for all people, their customs and property

(5) Social Domain. Graduates who:

(a) demonstrate proper etiquette and behavior consistent with service traditions, customs and courtesies

(b) demonstrate maturity, self-control, and sound judgment in their interactions with others

(c) converse comfortably and effectively with a broad range of groups

(d) demonstrate a caring and compassionate nature

(6) Domain of the Human Spirit. Graduates who:

(a) actively develop a coherent and principled world view which frames their most fundamental values and beliefs

(b) take responsibility for their own journey in the development of their spirit

(c) accept the life-and-death implications of military service

(d) understand their own life-purpose and role within the contexts of the world community, the Nation, and the Army Profession

(e) appreciate and respect the diverse views of others and engage them constructively

(f) consistently engage in reflection and introspection to understand themselves

(g) commit to living a principled, centered life and to developing their potential

(h) possess the Warrior Spirit

The domain chairs are now working to refine the domain goals, create corresponding objectives, develop the institutional level guidance for the Program Directors, and develop an institutional level assessment plan of their domain. This detailed work to develop and staff these products is expected to take until June 2008. When this process is implemented and integrated, the Military Academy will be able to ensure an integrated cadet developmental experience which is aligned with best practices in higher education.

**(K) Cadet Social Development and Maturation.**

**USMA Response:** Social Development continues to be an important area which has been reviewed in the past year. From the Sponsorship program, which provides a developmental outlet for plebes, to clubs and corps squad sponsored events, to the Academic Individual Development Activities provided through the Dean's Departments, every cadet is positively effected by the programs and opportunities at West Point. This year, several social development-focused classes were included as part of Professional Military Ethic Education (PME2). The Cadet Hostess provided instructional classes on social graces and expectations in social settings, and the Directorate of Cadet Activities (DCA) provided an overview of social expectations for dress and appearance in social outings. Both classes were received very well by the Corps of Cadets, and are to be permanently included in the curriculum. Cadets identified the need for such classes and the "Subject Matter Experts" were able to provide insightful and useful instruction. DCA added a Coffee Shop in Grant Hall, has updated their menus and continued to address the needs and desires of the Cadets to provide them a useful and necessary social environment to interact with other cadets and staff and faculty at Grant Hall and other areas around West Point. Dialogue continues with the USMA Staff to look for



opportunities to enhance social development in the Corps by better use and improvement of the facilities, and feedback from Cadets and faculty continues to be solicited.

**(L) USMA Foreign Language Program and Cultural Immersion Opportunities.**

**USMA Response:** USMA continues to develop and refine its policies and programs to foster language proficiency, cultural awareness, and regional expertise among future Army leaders. In 2006, the Office of the Dean stood up the International Academic Affairs Division (IAAD). Since its inception, IAAD has orchestrated an exponential increase in international academic activities and coordinated new instructor positions and hiring with the Department of Foreign Languages (DFL).

**(1) Manning:**

IAAD is currently interviewing to hire two program coordinators. The program coordinators will focus on USMA-internal coordination and will coordinate the substantial increase in semester-abroad studies and language and cultural immersion trips.

DFL is authorized 21 new positions, 20 of which are devoted to foreign language instruction. The increased teaching load began in the fall of 2007, when all basic foreign language courses were transformed from every-other-day to five-days-a-week instruction. Seven of these new instructors have been teaching since October 2006. Seven more began teaching in the fall of 2007, and the remaining six instructors will be hired throughout the '07-'08 Academic Year.

One regional geographer (Geography and Environmental Engineering), one cultural geographer (Geography and Environmental Engineering), and one language researcher (the 21st hire for DFL) will comprise the interdisciplinary Center for Language, Cultural, and Regional Studies (CLCR). CLCR will conduct research in linguistic, cultural and regional issues relating to instruction and learning at USMA and to the broader needs of the Army. This Center became operational in the Fall of 2007.

**(2) Programs:**

**Spring Immersion trips:** During spring break 2007, Language Transformation Roadmap funding supported inaugural overseas immersion trips for 170 cadets. Thanks to these resources, USMA also increased the number of overseas summer language and cultural immersion participants by 85% (from 202 in 2006 to 373 in 2007).

**Semester-Abroad Program:** USMA plans to increase the total number of cadets participating in semesters abroad from 86 in AY 2007 to 140 in AY 2008. The target is 150 cadet participants per academic year, and recently-enacted legislation allows up to 100 of those cadets to participate in exchanges with military academies across the globe.

**Assessment:** In April and May 2007, DFL and the West Point Education Center administered almost 600 Defense Language Proficiency Tests (DLPT) to cadets. Three categories of cadets took the DLPT, which measures listening and reading proficiency: participants in semester-abroad programs, to assess proficiency before and after their significant language experiences; graduating foreign-language majors, to assess exit

proficiency; and select basic and intermediate course students, to establish a baseline for assessment of the transition to daily instruction.

(3) **Faculty Development:** Recently, several members of the DFL faculty completed the initial workshop for certification by the American Council for Teachers of Foreign Languages as Oral Proficiency Interview (OPI) testers. Completion of this certification will significantly enhance DFL's capability to assess cadets' foreign-language speaking skills.

**(M) Movement of the U.S. Military Academy Preparatory School (USMAPS).**

**USMA Response:** USMAPS will relocate to West Point, occupying a new campus at the current site of the installation motor pool, near Washington Gate. The motor pool will relocate to Training Area V, across the street from Camp Buckner on Route 293. The current schedule is for the motor pool construction to be completed in FY 10, followed by the Prep School construction in FY 11. The planned occupancy date for USMAPS is June/July of 2011; this allows the staff to vacate the Fort Monmouth facilities (Summer 2011) in preparation for the next academic year (Fall 2011).

West Point initially requested \$212 million for the BRAC USMAPS project, as validated by a charrette (a U.S. Army Garrison, West Point funded study to support Army BRAC submission requirements). West Point and representatives from the Assistant Chief of Staff for Installation Management (ACSIM), the Installation Management Command (IMCOM), and its Northeast Region Office (NERO) held a video teleconference on 22 August 2006 to discuss the USMAPS cost. The outcome of the meeting was that the cost for the BRAC project would be \$196.45 million. Army leadership approved funding the project at \$197M.

The United States Army Corps of Engineers (USACE) selected an Architect/Engineer (A/E) for the 15% parametric design, and the design was completed on 15 May 2007. A second A/E was selected for phase 2 (write the Design/Build Request for Proposal and develop the design to 35%).

(2) **Specific Conclusions and Recommendations with Academy Responses**

(A) **Conclusion:** Chairman Jack Reed delivered the keynote address at West Point in November 2006 for the 58th annual Student Conference on United States Affairs (SCUSA) and Brigadier General (retired) Lessey attended the last day of the event. Mr. William H. Strong and Mr. John S. Rainey were invited to give instruction to a cadet class, and several members observed and participated in summer instruction with cadets, all allowing for first-hand observation of the morale and discipline of the Corps of Cadets.

**Recommendation:** The Board believes that its members should be invited on a voluntary basis to attend such events as SCUSA and the National Conference on Ethics in America (NCEA), to observe the cadet interaction with contemporary members of society in a professional environment.

**USMA Response:** The Academy concurs with the Board's recommendation. At the Organization Meeting and at the Spring Meeting, USMA briefed upcoming events to the Board for situational awareness. Otherwise the Board receives invitations to such events as USMA Graduation and the Army-Navy Football Game. Board Member participation in USMA-hosted conferences and events is welcome and highly encouraged.

(B) **Conclusion:** USMA is poised to undergo academic and program-level accreditation in 2008 and 2009. Academic accreditation includes an institutional self-study which must be submitted to the Middle States Commission on Higher Education (MSCHE) in 2009; program accreditation includes a review of ten engineering, computer science, and information technology programs in 2008 which are either currently accredited through the Accreditation Board for Engineering and Technology (ABET,) or seeking first-time accreditation. In addition to academic and program accreditation, the Corps Squad athletic programs are undergoing a certification review by the National Collegiate Athletic Association (NCAA). The NCAA certification, structured around a comprehensive self-study, is a decennial review of USMA's Division I athletic programs to ensure compliance with the NCAA operating principles. It is the Board's view that USMA must be resourced and equipped to succeed and simultaneously encouraged to achieve the standards for accreditation as expressed by these accreditation associations.

**Recommendation:** That the Board receive regular reports on the progress of USMA's self studies for academic and program-level accreditations and athletic certification in order to enhance Board member understanding of the accreditation process and USMA's plan to achieve accreditation in 2009.

**USMA Response:** The Superintendent initiated the USMA self study process through the selection of two co-chairs, Dr. Bruce Keith and COL Cindy Jebb. In compliance with the Middle States Commission on Higher Education's (MSCHE) requirements, the self study co-chairs attended a two-day Middle States workshop in October 2006. Following the workshop, they established a timetable of key events, executive and steering committees for the self study process, and began work on a self study design. The Superintendent was briefed on the details of these activities on 16 April 2007.

The self study design, developed by the executive and steering committees of USMA's MSCHE self study group, was briefed by the co-chairs to Linda Suskie, MSCHE Vice President and USMA liaison, on 11 May, during which time she discussed the accreditation process with the Superintendent, Dean, and self-study executive and steering groups. Because a representative of the ESG was not present at the MSCHE pre-visit, Ms. Suskie and the self study co-chairs met with General Cody, VCSA and ESG member, on 25 June 2007 at the Pentagon.

On behalf of MSCHE, Ms. Suskie approved the USMA self study design, timetable, and working group charge questions. Charge questions are research questions based on MSCHE requirements and issues important to USMA which drive the self study. The USMA Self Study Executive Committee has appointed 16 working group co-chairs to conduct an internal review of eight areas which cover the 14 MSCHE standards. These areas include strategic planning, resources, governance, admissions, student services, faculty, curriculum, and student outcomes assessment. Each of these eight groups will be staffed with 12-14 members of the

USMA community, whose expertise supports the respective charge questions. The Superintendent, ESG, and BoV will receive periodic updates on the status of the self study process.

The working groups will investigate their charge questions during AY08, culminating in the submission of a report to the self-study co-chairs. The co-chairs and executive committee will draft a preliminary report, which will be briefed to the Superintendent, ESG, and BoV. The Superintendent and Secretary of the Army (ESG Chairperson) are required by MSCHE to sign the self study report as a testament to the Military Academy's compliance with the 14 MSCHE standards. The signed report must be submitted to MSCHE by 1 June 2009.

The USMA site visit by an MSCHE evaluation team will occur during AY10, most likely during September or October of 2009.

The USMA ABET Committee is co-chaired by COL Daisie Boettner and COL Bryan Goda. The ten program directors are preparing their program self-studies for internal review and formal submission to ABET in June 2008. The on-site accreditation visit will occur in the Fall of 2008 with final disposition on accreditation announced in the Summer of 2009.

(C) **Conclusion:** With success on the battlefield increasingly dependent on the integration of real time intelligence into battlefield decisions, the Corps of Cadets must be adequately trained in the skills necessary to gather, synthesize and utilize intelligence across the entire battle-space. The mastery of such skills will be critical to success in military operations in the 21st century.

**Recommendation:** The Board encourages the Academy to increase the time devoted to instructing the Corps of Cadets in the effective collection of and use of military intelligence.

**USMA Response:** USMA concurs with the BOV recommendation, and looks for ways to emphasize battlefield intelligence and incorporation of intelligence sharing mostly at the Tactical level. In Military Science classes we teach cadets the tactical level intelligence, through OCOKA (Obstacles, Cover and Concealment, Objective, Key Terrain, Observations) and METT-C (Mission, Enemy, Terrain, Troops and Civil Analysis). Military Intelligence as a branch is also incorporated via the exposure which all cadets get at CFT. There is some, though limited, discussion and exposure to real-time intelligence and application as cadets develop their tactical plans incorporated into the Tactical Scenario at CFT.

EV203 Physical Geography furnishes cadets with technical skills: digital terrain analysis, image interpretation and spectral analysis, remote sensing, global positioning system, geographic information systems cartography to delineate the geographic distribution of landforms, weather, climate, and culture systems to evaluate impact on military operations.

IT305 covers digitization process, networking, databases, information assurance, military IT infrastructures and IT concepts and techniques which will facilitate success as a military officer.

(D) **Conclusion:** As experiences in Iraq, Afghanistan and other areas of conflict around the world have shown, joint military operations have become increasingly common. Further advances in joint training and education, specifically in the areas of foreign language skills and

cultural immersion, are needed to prepare for complex multinational and interagency operations in the future.

**Recommendation:** The Board encourages the Academy to increase the instructional time and emphasis devoted to instructing the Corps of Cadets in how to fight and win in full spectrum joint military operations.

**USMA Response:** USMA concurs with the BOV recommendation, and currently provides cadets with several venues to understand and appreciate full spectrum joint military operations in academic classes, Military Science, and Guest lectures. Though well beyond the scope of Basic Officer Leader Course I (BOLC I) Tasks, DMI offers cadets insights and a forum for discussion about joint operations in Iraq and Afghanistan in Military Science Classes, during guest lectures which include the CSA, a Joint Operations Panel Discussion including US Navy, and Air Force perspectives, and a lecture from the Special Operations community. The Department of Social Sciences also provides exposure to full spectrum military operations dialogue, policy and procedures. Finally, the cadets are briefly exposed to the Military Profession from a joint perspective through the exposure to Joint publications and doctrine.

In several core courses, specific situations include METT-C, joint operations, and reference to the current military situation in Afghanistan and Iraq. On a broader perspective, the integrated course for each major synthesizes the social, political, economic, and technological elements pertaining to a major related topic.

HI301/302 focuses on the changing nature of warfare as nations adjust to social, political, economic and technological developments and the role of society in warfare.

HI107/108 examines the cultural, social, economic, political, and military framework for understanding Western Civilization, then focuses on a detailed study of another region of the world to develop a deeper understanding of a different culture and unfamiliar ideas and concepts.

In SS307 cadets examine alternative political philosophies and the influence of culture in international affairs.

(E) **Conclusion:** Despite the good news that USMA received \$13 million this year for barracks renovation, maintenance, and sustainment projects, at the current pace and plan, it will take until 2012 before new barracks are completed at USMA and for substantial renovations to occur. At a time when the Cadet Corps size is increasing, this is troubling to the Board.

**Recommendation:** The Board encourages the Army to find ways to expedite the rate of barracks building and renovation. USMA could be a pilot site in the Army for a Residential Communities Initiative for Cadet Barracks.

**USMA Response:** The current MILCON program has the new barracks building being constructed in FY11-12, with the cadet barracks modernization program (renovate one existing barracks per year) occurring from FY13-21. Modernization renovations will include gender equity latrines, fire protection, a mechanical system (fresh air and air conditioning), and

technology improvements. FY22 is scheduled to be the first year cadets will no longer be in overcrowded barracks.

(F) **Conclusion:** The Board was briefed by the Army and by USMA that there was general agreement between them on the funding required and allocated to relocate USMAPS to USMA. However, the Board recognizes that there are several competing ideas for where USMAPS should be relocated.

**Recommendation:** The Board recommends that USMA continue to study relocation of USMAPS and fully consider the pros and cons of alternative sites including The New York Military Academy grounds, Camp Smith, and Camp Buckner / Camp Natural Bridge. After analyzing which of these alternatives are viable, the Board requests briefings from USMA on the costs of each of these options for comparison purposes. Also, given that the funding for this relocation is projected for 2009, the Board recommends that USMA develop alternatives to move USMAPS at lower levels of funding, on the assumption that budget conditions at that time may be less favorable than they are today. The Board requests that it receive a copy of the final results of the Army Audit Agency's study of the USMA plan to relocate USMAPS at West Point.

**USMA Response:** The Vice Chief of Staff of the Army decided that USMAPS will be relocated to the Washington Gate site, after completion of studies of other potential sites. The Army programmed \$197 million (over FY 09 and 10) for the preferred site of USMAPS at Washington Gate to meet the FY11 BRAC mandate. West Point received a draft Army Audit Agency (AAA) report dated 24 April 2007. The audit report identified and supported construction requirements of \$7.7 million. West Point non-concurred with the AAA draft report, and sent a rebuttal dated 5 May 2007, which was supported by the office of the Assistant Chief of Staff for Installation Management. West Point studied two alternative sites (Camp Natural/Camp Buckner and Lake Frederick) for USMAPS. The alternative site study estimates completed 23 July 2007 resulted in construction costs comparable to the Washington Gate preferred site (Frederick - \$170 million and Buckner - \$184 million). West Point received the final AAA report on 7 September 2007.

(G) **Conclusion:** The Board reiterates in 2006 its strong support for a long-term stable funding stream from the Department of the Army and the Installation Management Agency at a level which enables the USMA to be competitive and to excel. This funding must be codified to meet the Academy accreditation requirements in an exemplary fashion. The Board also continues its strong support for the resources necessary to meet the infrastructure challenges of the Academy, both near-term and long-term, such as funding USMA cadet barracks renovation and funding renovation of the Camp Natural Bridge facility to improve the quality of life for Army Soldiers who must live there during the summer months to train West Point Cadets. Based upon direct, first hand observations in 2006, the Board believes that the need for funding to repair certain of the barracks at the Academy has reached a critical point. The Board also supports adequate and appropriately balanced personnel manning for USMA. Efforts to convert existing military positions at the Academy to civilian positions may create organizational problems and difficulties detrimental to the best interest of the Academy.

**Recommendation:** The Board reiterates its request for continuing updates on the status of funding and personnel manning for the Academy for both current and future years.

The Board would also like to hear reports on what projects USMA is not doing now based on inadequate funding. The Board requests that it be provided the accounts, documents and materials necessary to facilitate its oversight of the “fiscal affairs” of the Academy. These materials should include, inter alia, annual and interim reports, financial statements, balance sheets, income statements, flow of funds statements (or the Department of the Army equivalent thereof), budget data, forecasts and audits.

**USMA Response:** The Military Academy is committed to pursuing adequate and predictable resources to maintain the level of excellence it has achieved over the years, ensuring accreditation in all aspects of its mission, and maintaining the viability of its infrastructure.

(1) Overall, Fiscal Year 2007 Mission funding was adequate. However, two factors negatively impacted execution of these funds. First, spending restrictions tied to the passage of the Department of Defense Supplemental bill in Congress (lifted in May 2007) required the establishment of a lengthy approval process to ensure compliance with the restriction terms imposed by the Department of the Army. Second, hiring restrictions directed by the Secretary of the Army in the spring of 2006 to gain control over the size of the contracting force and the Army hiring practices, continued into this fiscal year, with monthly reporting to the Department of Army placing an administrative burden on the USMA staff and lengthening the hiring process. These constraints, along with delays often experienced in the procurement of goods and services and personnel hiring, combined to delay the execution of this year’s budget, especially during the third quarter. One area of particular concern, which has surfaced this fiscal year, is the Military Academy’s ability to continue the growth in the size of the Corps of Cadets without additional Army resources.

Specifically, as a follow on to the authorization given to the Secretary of the Army in the National Defense Authorization Act of 2003 to increase the size of the Corps of Cadets to 4400 by Academic Year 2008, starting in January 2006, the Superintendent requested and received from the Army leadership the authority to increase the size of the Corps to 4200 by increments of 100, to be executed “within programmed resources.” Thus, USMA embarked on growing the Corps, with an incoming class of 1311 in 2006 for Academic Year 2006-2007 and 1305 in July 2007 for Academic Year 2007-2008. This has been done within programmed resources, requiring serious adjustments to faculty and teaching loads, stretching resources to levels and conditions which could jeopardize accreditation.

At the expressed desire of the Vice Chief of Staff of the Army and the Army G1 for USMA to increase the size of the Corps to 4400 as part of the “Grow the Army” effort and make up for ROTC mission shortfalls, USMA is continuing to grow the size of the Corps up to 4400. The Army leadership supports the resource requirements associated with the growth of the corps from 4200 to 4400. Dialogue with the Army staff has been on-going to seek approximately \$4.3 million in fiscal year 2008 and \$23 million in the upcoming update of the Future Year Defense Program (FYDP) for FY09-13. In order to maintain a competitive footing with the other service academies and tier 1 colleges and universities, while also supporting the Army’s revised goal of increasing the number of 2nd Lieutenants commissioned each year, this additional funding will be required.

(2) Overall Fiscal Year 2007 Garrison Funding has been adequate; however, it is effectively lower than the \$153 million identified in the MOA signed by the Army leadership in 2005 to provide the West Point Garrison no less than that amount, because of annual inflation and one-time adjustments. Revision of the MOA will be pursued at some point in the future, depending on the Army leadership decision on the growth of the Corps size. One critical concern is near-term funding needed to alleviate overcrowding in the Cadet barracks, particularly as the growth of the size of the Corps continues. The first increment in the USMA Cadet Barracks modernization program is not programmed until fiscal year 2011, at an estimated cost of \$32 million. If that funding were provided earlier (e.g., in Fiscal Year 2008), it would allow the Academy to vacate one building at a time in the out-years and conduct full renovations of existing barracks in a manner which would significantly reduce the impact on Cadets.

(3) In answer to the Board's concern about balanced personnel manning, USMA currently faces two challenges:

(a) Increasing the Operational Army. The USMA has been impacted by an Army initiative [Institutional Army – Total Army Analysis (IA TAA)] to increase the size of the Operational Army in Fiscal Year 2010 by realigning 6,604 military spaces from the Institutional Army. USMA's share of this number is 14 positions, which would be converted to civilian performance starting in FY10. The Army does expect to provide funding for the conversion of these military positions to civilian. USMA has identified them to the Department of Army, and will need to work with the Army staff during the upcoming POM process to obtain civilian positions and associated resources. This will require a solid justification process to obtain those replacements.

(b) Increasing the size of the Corps of Cadets. The 10% increase in the size of the Corps, addressed above as a concern for the Mission and Garrison funding, has brought a rather large requirement for additional academic and military training instructors. Most of the requests for additional instructors are for Title 10 (12 for Office of the Dean, 2 for the Department of Physical Education, and 2 for the Department of Military Instruction). The DMI has also requested two Title 5 instructors for the War Center. Ultimately, these new positions will alter the military-to-civilian mix of instructors, currently deemed the best of all the service academies.

(H) **Conclusion:** As an element of improved governance, our Nation's leading corporations are increasingly providing all materials which will be reviewed or discussed in a board meeting to the directors at least two days in advance of the board meeting. Following this procedure allows the directors to review carefully the materials in advance and, if necessary, develop thoughtful questions regarding the materials. Importantly, this procedure frees up the actual board meeting time for a substantive discussion of the issues facing the corporation. In addition, receiving the materials in advance permits the directors time to develop possible responses or solutions to their issues. Further, following this procedure allows the directors to (i) serve these corporations better and their shareholders and (ii) further demonstrate that they are fulfilling their fiduciary duty to serve the shareholders. Following this procedure for BoV meetings would provide for a more active, informed discussion by members of the BoV. This procedure would allow the BoV to fulfill its fiduciary duty better and would assist the BoV members in furthering the mission of the USMA.



**Recommendation:** The Board requests that the staff of the USMA provide the members of the BoV at least two days in advance of the BoV meeting those materials which would be discussed or reviewed in the meeting. Should new information become available after the materials have been sent out, but before the BoV meeting, or if new issues arise during that interim period, the USMA staff should supplement the materials before the start of the BoV meeting.

**USMA Response:** The Academy concurs with the Board's recommendation. The USMA Board of Visitors Designated Federal Official ensured that material was sent to the Board no later than three working days in advance of all Board of Visitors meetings. During the Spring Meeting, the Board approved a revised version of the Board Inquiry Plan. The Board simultaneously approved a motion which leads to two or more focus areas for each meeting, where the focus areas are missions of the BoV from 10 USC 4355. For the Summer meeting, the Academy approved the two mission areas more than a month in advance and solicited member inquiry into the two mission focus areas.

**SUMMARIZED TRANSCRIPT  
BOARD OF VISITORS ORGANIZATIONAL MEETING  
JANUARY 31, 2007  
WASHINGTON D.C.**

**1. DESIGNATED FEDERAL OFFICER'S REMARKS.** Lieutenant Colonel (LTC) Shaun Wurzbach, Designated Federal Officer (DFO) of the United States Military Academy (USMA) Board of Visitors (BoV) stated that the Board is subject to the United States Code Title 10, Section 4355 and the Federal Advisory Committee Act and that USMA is the sponsor of the Board on behalf of the US Army, which is the agency which receives the benefit of the Board's advice and recommendations. As the Board's sponsor, the Academy provides the Designated Federal Officer and administrative support for the Board. LTC Wurzbach announced that the meeting was open to the public, that it would be recorded, and that a summarized transcript would be prepared. LTC Wurzbach introduced two new members to the Board: Congressman Jim Marshall (GA), appointed on January 17, 2007 by the Chairman of the House Armed Services Committee (HASC); and Congressman Todd Tiahrt (KS), appointed on January 29, 2007 by Congressman John Boehner (OH), Minority Leader of the House of Representatives with the Speaker of the House of Representatives consent. In the temporary absence of the Chairman and Vice Chairman, LTC Wurzbach conducted roll call.

**2. ROLL CALL.** For the record, the following Board members were present at the roll call. Members arriving late or departing early are annotated in the portion of the report most closely associated with the time of arrival or departure.

*Congressional Members:*

Senator Kay Bailey Hutchison  
Congressman John McHugh  
Congressman Jim Marshall  
Congressman Todd Tiahrt

*Presidential Members:*

Honorable Samuel K. Lessey, Jr.  
Honorable J.C. Watts  
Dr. Charles Younger  
Ms. Rebecca Contreras  
Mr. John S. Rainey  
Mr. William H. Strong

*Absent Members:*

Senator Jack Reed  
Senator Susan Collins  
Senator Mary Landrieu

Congressman Maurice Hinchey

Based on Board attendance, a quorum was present. LTC Wurzbach stated that later in the meeting, Lieutenant General (LTG) Hagenbeck, Superintendent of the Academy, and other Academy leaders, will provide an update and answer any member questions on activities which have occurred since the last meeting (October 2, 2006).

Other personnel in attendance:

*USMA Leaders and Staff:*

Lieutenant General F.L. Hagenbeck, Superintendent  
Brigadier General Robert Caslen, Commandant of Cadets  
Colonel David Allbee, representing the Dean of the Academic Board  
Mr. Kevin Anderson, Director of Intercollegiate Athletics  
Colonel Michael Colpo, USMA Chief of Staff  
Colonel Brian Crawford, Garrison Commander  
Colonel Tyge Rugenstein, Commandant, USMAPS  
Colonel Kelly Kruger, Director of Policy and Analysis  
Colonel Jeanette McMahon, Special Assistant to the Superintendent for Human Relations  
Colonel Daniel Ragsdale, Vice Dean for Education  
Lieutenant Colonel (Promotable) Deborah McDonald, Directorate of Admissions  
Lieutenant Colonel Casey Neff, Outgoing Special Assistant to the Commandant  
Lieutenant Colonel David Jones, Incoming Special Assistant to the Commandant  
Lieutenant Colonel Jesse Germain, Deputy, Department of Physical Education  
Lieutenant Colonel Kent Cassella, USMA Public Affairs Officer  
Lieutenant Colonel Veronica Zsido, Speechwriter  
Lieutenant Colonel Paul Sarat, 1/1 Infantry Commander  
Major Carl Poppe, Aide-de-Camp to the Superintendent  
Ms. Cynthia Kramer, BoV Specialist  
Ms. Lori Doughty, Staff Judge Advocate  
Mr. Steve Skorowicz, USMA Protocol  
Specialist Chris Donaton, USMA Protocol  
Mr. Bo Thompson, Audio Visual Specialist  
Mr. Steve Price, Audio Visual Specialist

*Others Present:*

Mr. Geoffrey Prosch, Principal Deputy Assistant to the SECARMY for Installations and Environment (SECARMY's designated representative)

Mr. Joe Guzowski, Army Congressional Liaison  
Lieutenant Colonel Jean McGinnis, Army Senate Liaison  
Lieutenant Colonel Carl Grunow, Army House Liaison  
Lieutenant Colonel Emory Leatherman, Army G-1, USMA Desk Officer  
Ms. Chanda Stevick, Legislative Assistant to Senator Landrieu

Mr. James Christoferson, Legislative Assistant to Senator Kay Bailey Hutchison  
Mr. Mike Bindell, Legislative Assistant to Congressman Marshall  
Mr. Jim Richardson, Legislative Assistant to Congressman Tiahrt  
Mr. John Howland, Legislative Assistant to Congressman Tiahrt  
Mr. Scott Horowitz, Legislative Assistant to Congressman Hall  
Ms. Wendy Darwell, Chief of Staff to Congressman Hinchey  
Mr. Greg Bruno, *Times Herald Record*

**3. ADMINISTRATIVE ANNOUNCEMENTS.** LTC Wurzbach provided a member activity update since the last meeting (October 2, 2006). Senator Reed, Honorable Lessey, Mr. Rainey, and Mr. Strong attended the Army vs. Navy Football game in Philadelphia as guests of the Secretary of the Army.

LTC Wurzbach recognized the arrival of Senator Collins.

**4. MEETING AGENDA/INTRODUCTORY REMARKS/ELECTIONS.** LTC Wurzbach asked members to direct their attention to the meeting packets at their positions. Included in the packet are an agenda, a copy of Proposed Meeting Dates, a draft Board Inquiry Plan, and biographies of Congressman Marshall, Congressman Tiahrt and Secretary of the Army, Dr. Francis Harvey. A list of Board of Visitor Executive Committee Members from 2006 is provided, as well as a packet of information from USMA which addresses member inquiry of USMA Fiscal Affairs.

The Board of Visitors Mission, as codified in Title 10, states that the members of 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 which the Board decides to consider.

LTC Wurzbach informed the members of the Board that Senator Reed (the 2006 BoV Chairman) would not be arriving until later in the morning and then opened the floor for nominations for an Acting Chairperson in Senator Reed's absence. Mr. John S. Rainey nominated Honorable Samuel K. Lessey, Jr. as the Acting Chairman. The nomination was seconded, and Honorable Lessey was appointed Acting Chairman to serve until Senator Reed's arrival.

**5. MEETING CONVENED.** Honorable Lessey called the 2007 Organizational Meeting of the United States Military Academy Board of Visitors to order at 8:35 a.m., January 31, 2007, in Room 236, Senate Russell Office Building, Washington, DC.

Honorable Lessey brought the Board's attention to the agenda for the meeting. First, the Board will receive remarks from Mr. Prosch, then it will receive Academy Updates from Lieutenant General Hagenbeck, Brigadier General Caslen and other principals of the Academy, followed by remaining Board business.

Honorable Lessey introduced Mr. Geoffrey Prosch, Principal Deputy Assistant to the Secretary of the Army for Installations and Environment (I&E).

**6. MR. PROSCH'S REMARKS.** Mr. Prosch began his remarks by thanking Honorable Lessey. He stated that it is a great pleasure to address and participate in the Organizational Meeting. He thanked the Board for their dedicated service to the Academy and to the Army. He added that their leadership and guidance is greatly appreciated. He stated that Secretary Harvey was pulled away unexpectedly to attend a hearing and sends his regards. He added that Secretary Harvey plans to stop by the meeting later in the morning.

Mr. Prosch stated that Secretary Harvey asked him to reassure the Board that he remains connected to West Point through frequent conversations with LTG Hagenbeck at various forums, including the West Point Executive Steering Committee (ESG) which met on January 30, 2007.

There are many challenges and issues which the Academy continues to address and work with top Army leaders. However, LTG Hagenbeck reports that overall the Academy is extremely healthy. Since LTG Hagenbeck took over as Superintendent, he has had a team of three retired general officers coordinate closely with him to review the overall program at the Academy. Additionally, he has hosted four former Academy Superintendents to get their insight on the health of the Academy and to help chart the course for the future. Mr. Prosch added that the members will receive an update on the actions taken so far as a result of LTG Hagenbeck's initiatives. LTG Hagenbeck has ensured the Army leadership that all actions are aimed at continuing to improve the overall West Point program.

Mr. Prosch informed the Board that one area which was discussed during the ESG on January 30<sup>th</sup> was the importance of the moral and ethical climate and the need to monitor and educate continually cadets on the topics of sexual harassment, sexual assault and honor. Recently, Army leadership had the opportunity to review with LTG Hagenbeck the Academy's initiatives in support of business transformation. Army leadership is excited about the Academy's implementation of Lean Six Sigma principles and the training of Academy personnel to achieve operational efficiencies. Mr. Prosch stated that Army leadership is also pleased that Academy staff, faculty, Garrison, and to a certain extent, cadets, will rotate back to the Army having been trained and educated in the principles of Lean Six Sigma.

Mr. Prosch concluded his remarks by stating that he was looking forward to Board comments, that the members' service on the Board is greatly appreciated, and that their insights are invaluable to Army leadership.

Mr. Prosch took a moment to recognize Senator Reed for his sustained, superior leadership of the Board over the last six years. His dedication, commitment and untiring service as the Chairman have truly made a remarkable difference. Mr. Prosch added that he is pleased to welcome the new members of the Board (Congressman Tiahrt and Congressman Marshall).

Honorable Lessey thanked Mr. Prosch for his remarks and introduced Lieutenant General Hagenbeck and asked him for his update.

**7. ACADEMY UPDATE.** LTG Hagenbeck began the Academy update by reviewing the agenda for the update. He reminded Board members that at the Fall Meeting they had asked for updates on Base Realignment and Closure (BRAC) and the Defense Manpower Data Center (DMDC) Sexual Relations Survey. LTG Hagenbeck stated that he briefed all of the issues which will be discussed today with Secretary Harvey at the ESG on January 30<sup>th</sup> and received his approval and guidance on several of the issues.

LTG Hagenbeck asked COL Crawford to provide the Board with a BRAC Update. LTG Hagenbeck reminded the Board that at the last meeting (October 2, 2006) Congresswoman Sue Kelly asked for the Academy to determine whether or not the USMAPS move under BRAC could be located at a location other than at West Point proper.

**a. BASE REALIGNMENT AND CLOSURE (BRAC) UPDATE.** COL Crawford began by welcoming the members to the meeting and giving a quick overview of his position and responsibilities at the Academy.

COL Crawford informed the Board that the most recent BRAC law directed that the Prep School (USMAPS), which is currently located at Fort Monmouth, New Jersey, be relocated to West Point. Fort Monmouth is on the BRAC closure list. Prior to the advent of the BRAC however, the former superintendent (LTG Lennox) had begun an initiative to consider and work with the Army to look at moving the Prep School to West Point. The Department of the Army encouraged LTG Lennox and offered the possibility that BRAC would be the vehicle to have the Prep School move to West Point. This is an important point in the context of what is happening. The Prep School is authorized 240 candidates. These candidates go through a year of rigorous academic and athletic preparation. A majority of the candidates accept offers to attend the Academy.

COL Crawford provided the Board with aerial views of the proposed location of USMAPS facilities. The location which has been approved is located near Washington Gate where logistics buildings are currently located. This plan has been briefed and approved by the Department of the Army (DA). The intent is to build a comparable number of facilities as are at the current USMAPS location and make this a campus within a campus at West Point. At the last Board meeting, Congresswoman Kelly had asked the question, "Has West Point considered another location, specifically the New York Military Academy (NYMA) located in Cornwall, New York." NYMA is approximately a 20-minute drive from West Point. The NYMA is not affiliated with USMA; it is a private military academy which has programs for students in grades six through twelve. In the broadest context, West Point did consider the NYMA location. In 2003, the Academy formed a Council of Colonels and senior leaders to look at possible options for the Prep School site. Included in that were three categories. The first was off the installation (not on federal property belonging to West Point). The second category was training areas outside of what is referred to as the main cantonment area of West Point. The third category was the location which has since been approved. As options

outside of West Point eight possible sites were identified. One of those sites was NYMA. That identification was part of a “brainstorming” session. The Council further developed that and decreased the number of sites off the installation to three. The Council briefed the Superintendent (LTG Lennox) who directed that they not research off the installation sites unless they could not find a suitable, feasible, site on Academy grounds. As the research continued, 21 different sites on West Point were identified. Ultimately, the proposed site near Washington Gate was chosen and approved.

After the Fall BoV Meeting and Congresswoman Kelly’s request to revisit NYMA as an option, the Academy asked the Office of General Counsel to determine if the NYMA location was permissible. The opinion of the Office of General Counsel was that it was not permissible because the BRAC recommendation is clear and unambiguous and the Army has no discretion to interpret the meaning of the recommendation differently. This means that the Prep School will be moved to a location at West Point and not to any other location. Because of that directive and the prior research, the Academy leadership did not reconsider additional considerations to locate USMAPS at the NYMA location.

One final note which COL Crawford made was that he, COL Rugenstein, and several others did visit NYMA and found that it was not feasible for a number of reasons. Some of which include the fact that NYMA was not interested in discussing sale of the campus. But the challenge is that NYMA is not an Army installation. BRAC is realignment and closure. If USMAPS moved to the NYMA location, it would mean the Army would have to “grow” a new installation. The Academy would have to create a new sub-post of West Point at such a site as NYMA which would entail all the infrastructure and all the support which goes along with creating a new post. The cost estimates the Academy came up with would exceed the current estimate for the approved location near Washington Gate. The working estimate today for that location is \$197 million. The Department of the Army supports the location and the funding. The Academy continues to work with DA to try to refine the costs and to bring the cost down to the maximum extent possible. In closing, COL Crawford asked for the members’ continued support for the Washington Gate location.

Ms. Contreras asked “Because this is the plan you are moving forward with, what interaction with the 240 prep cadets will the USMA cadets have? Is it completely separate from the campus so there is not a lot of intermingling that would be allowed?” COL Crawford stated that the intent is that the USMAPS campus would be segregated from the location where USMA cadets undergo academic and athletic instruction, the barracks areas, living areas, and where they eat. Leadership does not want USMAPS to become a fifth year at the Academy for the candidates and have them treated as “under-plebes.” LTG Hagenbeck added that USMAPS candidates are enlisted Soldiers when they come to the Prep School; therefore they are different in the way they can be handled and the Academy does not have the authority to co-mingle them with cadets, particularly when it comes to intercollegiate athletics, because a number of the candidates matriculate to the Academy and compete in sports. Mr. Anderson added that USMAPS candidates are considered recruitable athletes and are not committed to the Academy until they graduate. It would be a National Collegiate Athletic Association (NCAA) violation if the Academy had coaches and leadership interacting with them.

LTG Hagenbeck stated that there are individuals outside of the Board who continue to ask “have you explored in any depth building USMAPS out near Camp Buckner or Lake Frederick?” The Superintendent informed the Board that he directed more analysis on those locations. Instincts are that it would be too costly to have USMAPS located in those areas. The Academy will continue to look at costs because those areas are used to conduct summer training for cadets. He added that other locations on post had been looked at as well and asked COL Crawford to comment. COL Crawford stated that other options, including Camp Buckner, were looked at in 2003-2004. Rough estimates came in above the cost of the approved site near Washington Gate, principally because there is insufficient infrastructure out there. Camp Buckner is only operational in the warm months; waste water and water treatment are shut down because they are not utilized year round. Therefore, there would be a hefty bill for a number of infrastructure requirements. COL Crawford added that the Academy is going forward with the architectural firm which is on board doing the estimates for the USMAPS campus. The firm is developing a 15 percent estimate at this time. USMA has asked the firm for a quote for Camp Buckner, which will cost approximately \$15,000, to tell the Academy how much it will cost to renovate the area. Those figures are expected to be provided during the first week of February 2007.

Completion date for USMAPS movement to the Academy by law is no later than 2011. The move to USMA will encompass two moves. Existing logistics facilities will have to be rebuilt at another location and then the USMAPS buildings will be built. The timeline for those is 2009-2011. The first USMAPS class to occupy the new buildings will be in fall 2011.

Dr. Younger commented that the potential downfall of this location is that the Academy is running out of inhabitable land. COL Crawford stated that he does not view the approved location as a downside for a couple of reasons. First of all, it is hard to tell from the schematics shown to the Board, but the majority of the area is currently parking for the vehicles which cadets use during summer training. The USMAPS athletic fields (permissible by the State of New York) will be built on the landfill. In addition, there are other sections of the area which are currently not being used. COL Crawford stated that a tour of the location can be given to the Board during the summer meeting at USMA. He added that USMA is certainly limited on space and terrain, but that is one of the driving reasons the location was chosen. The selected location allows the candidates to be inside the secure perimeter of West Point and gives them the opportunity to use general facilities (chapel, PX, commissary and the hospital).

Honorable Lessey stated that he understands that the Air Force Academy did have some problems because of the collocation of their cadets and cadet candidates. Some of those reports may be factual, some may be anecdotal, but stressed that USMA will have to be very careful and alert for possible personnel problems and possible accidental NCAA violations.

Mr. Prosch reinforced what COL Crawford said earlier in the brief. He recommended that the Board take a terrain walk of the approved location during the next meeting at West Point. Leaders within Headquarters, Department of the Army, think this is the best of all the locations considered. The Army Audit Agency was sent to the Academy to study the



proposal. He added that, even though all of the cadet candidates could be jammed into old, existing facilities, it would not make sense because they would be adjacent to Highland Falls and because two or three hours would be added to their curriculum trying to use existing facilities. The challenge right now is with the Continuing Resolution; there is a restriction on FY06 levels of Military Construction (MILCON) spending. He added that the Department of the Army is going to need the help of the House Armed Services Committee (HASC) to figure this out because it is important that it get executed on time. The costliest part of this will be moving the Directorate of Logistics out to the Camp Buckner site. That is estimated to cost approximately \$50 million. Leadership at West Point is working to see if there is a way to reduce the cost even further.

Senator Collins stated that she is curious as to whether West Point officials had argued against this recommendation before the BRAC. COL Crawford stated that to his knowledge USMA did not argue against the recommendation. Honorable Lessey added that, to his recollection, prior to the BRAC it was mentioned that the relocation of USMAPS to West Point was something which was desired. COL Crawford stated that was correct and, in the general context, there was a desire to investigate the opportunity to move USMAPS and collocate it at West Point. BRAC became the vehicle as LTG Lennox discussed it with senior Army leaders, and they said “let us see if we can help you.” Fort Monmouth was on the BRAC closure list; if things hadn’t changed, Fort Monmouth would close and USMAPS would have to relocate whether it came to West Point or went to another location. USMA supported the move. It is ultimately a big pot of money, but it is a different “color” of money which gives us the BRAC funding to support the move. Under MILCON appropriations which we normally receive, it would have to compete with all other general military construction programs in the Army and that would make it just as challenging, if not more challenging. LTG Hagenbeck added that, after the last BoV meeting, he had called Admiral Rempt, the Superintendent of the Naval Academy, to ask if USMA should look at potential legislation and consider building off of his model. Admiral Rempt’s assignment, prior to going to USNA, was in Rhode Island at the Naval War College; therefore, he had oversight of the Naval Preparatory School which was collocated. Admiral Rempt’s position was that when he was in Rhode Island, he was convinced it was the right model. However, now that, he has been at USNA, he said, given the opportunity and the available funding, if he had his choice, he would bring their Prep School to USNA in Annapolis. LTG Hagenbeck stated that he believes USMA is going in the right direction. LTG Hagenbeck added that the Academy is going to accomplish the mission by doing it right. USMA will improve the facilities over time. The Superintendent made a point, when briefing Secretary Harvey on January 30<sup>th</sup>, that West Point is in the business of recruiting, and not only is it competing with the other service Academies, but it is also competing with Tier 1 Universities across the Nation for great students. Therefore, when the candidates are brought to the USMA Prep School we want to bring them into a first-class facility so they want to stay with USMA until they graduate.

b. **DEAN’S UPDATE.** COL Allbee, the Acting Dean, began his briefing by introducing himself to the Board as the Professor and Head of the Department of Chemistry and Life Sciences. He stated that Brigadier General (BG) Finnegan was unfortunately unable to

attend today's meeting because of another commitment and sends his regrets to the Board. BG Finnegan asked COL Allbee to speak on his behalf about accreditation.

COL Allbee stated that his accreditation report is a "good news" story and added that the Academy has been going through accreditation reviews for quite some time. He informed the Board that USMA was first accredited by the Middle States Commission of Higher Education (MSCHE) in 1949. The Middle States Accreditation is an institutional accreditation, not an accreditation of a single program. In 1984, the Accreditation Board for Engineering and Technology (ABET) began. ABET is a program accreditation, which began with five programs and has expanded over time. Accreditation is not new and is not something which is just coming up on the radar screen. It is something which the Academy has been doing for many years and has always been done at a level of excellence, receiving the longest term of accreditation each time it has gone before the Boards.

Mr. Strong asked COL Allbee to clarify if there were variable grades or if it was a case of how long of an accreditation the Academy is given. COL Allbee stated there are in fact different grades which you can receive in the Middle States Accreditation. It is possible to receive up to a 10-year accreditation, but they can accredit you for a lesser term if there are concerns with some of the issues they reviewed. It is similar for ABET. With ABET you can receive up to an 8-year accreditation, but it could be less. In USMA's case, it has always received the maximum accreditation term. It does not mean to say that there were not concerns, but they were not at the level warranting consideration of a shorter accreditation. He added that the grading is on the basis of whether you receive the maximum; there are not "A pluses and minuses."

In the case of Middle States Accreditation, they look at 14 different standards within the institution, using a peer-review process. If there is a major concern with any of the 14 standards, the Academy would be put on probation. Probation could be as short as six months to one year in which there is time to fix the problem. If the problem is not fixed, then the accreditation is pulled for the institution. If an institution was to lose its MSCHE Accreditation, it could not be accredited by ABET. COL Allbee stated that individuals from other institutions come to the Academy to evaluate us. Because of our strength and our process, every time that they have come, they ask for copies of our report to take back to their institutions to use as the standard when evaluating the next group of institutions.

USMA was last re-accredited in 1999 and then provided a normal intermediate report to MSCHE in 2005. The Periodic Review Report goes through a continuum of how the Academy is looked at. This does not mean that USMA is re-accredited. Ten years later, the Academy starts going back and reviews the accreditation. As soon the Academy receives its accreditation, it begins the process for the next 10 years.

Mr. Strong asked COL Allbee if the Academy has had any issues with the 14 standards where we needed to improve. COL Allbee stated that, yes; the Academy did have challenges which were acknowledged in the 2005 Periodic Review Report (PRR). The three areas which were identified are: Resource Management, Strategic Planning and Institutional Assessment. Middle States looks for institutions to have a consistent and predictable funding

stream. Knowing that we are in the Army and our funding stream is year to year, they would like to see a five-year process of how we will be funded across the five years. We are unable to show that based on how the Army budget process works, but we are able to demonstrate that the Army is dedicated to giving us the funding we need to ensure our programs continue. A Memorandum of Agreement (MOA) was signed which brought us to the Competitive Sustainment Level (CSL). LTG Hagenbeck added that this is very important and that the Board plays a role in it. The Superintendent informed the Board that USMA went back to the SECARMY, working through the Vice Chief of Staff specifically because he handles the day to day finances as well as the long-term budget, to ensure that what is called the Program Objective Memorandum (POM) Prep Process is embedded in the budget for things such as the Prep School and the new science building and the library. The dollars are programmed as far as five years out. As we all know, budgets do not have “memories”, it is a year to year process. Having said that, this is why it is so important that Academy leadership is able to tell Middle States that USMA has the support of the Board and the Army; which can be seen in the POM. A Memorandum of Agreement (MOA) was signed this year which guarantees the Academy steady, predictable funding. In addition, there are assurances from Army leadership that year-end funding will be forthcoming, such as it has over the last few years. The Superintendent stated that he could not emphasize more that the Board plays an important role in this.

Honorable Watts asked if Middle States will remove the concern based on how the flow of funding happens. COL Allbee stated that the Academy identified the concern while conducting the institutional assessment for the periodic report. Therefore, the Academy has identified the challenge. Middle States says “this is what you must do” and the Academy says “we can not do that, but this is what we are going to do.” It is not a challenge of Middle States; it is the assessment of our program and how we show them that, although we are different, we do meet the guidelines. Following the Institutional Assessment, a peer institution or group of individuals visits the Academy and review what goals have been set, how we follow those goals, what our assessment is of those goals and what the Academy is doing with the assessment – has the program improved? This is the matrix which is used for all 14 standards. The burden is on the Academy to identify and fix challenges so that the MSCHE does not find something wrong.

Within the area of Resource Management, USMA has also agreed to increase the size of the Corps of Cadets. The Academy is dedicated to this increase and expects to continue to move forward. LTG Hagenbeck stated, that to increase the size of the Corps, it will take legislative approval. Four years ago, the National Defense Authorization Act (NDAA) authorized each Academy to increase its student body by 100 cadets per year, so it could raise the total number from 4,000 to 4,400. The Army consciously chose to do two iterations of that because, shortly after the War on Terror began, there was an assumption the level of effort which we have today would not be what it is. Therefore, the build up of the Army was projected to go in one direction and followed by a down-sizing of the Army over time. Clearly, that is not the case today. Navy and Air Force have increased to 4,400. Army’s authorization to increase to 4,400 does currently exist; we are currently at 4,200 and that is working right now. Through our personnel channels and through the SECARMY, there will be a request for legislation this calendar year to allow us to increase USMA’s student body to

4,400 over time. Anticipating that is going to happen because of the growth and size of the Army, last year USMA leadership made the decision to bring in 1,311 cadets. This year, we will bring in the same amount. He added that, what COL Allbee was alluding to is the fact that some of USMA's facilities are very much stretched; therefore, we are going through analytics to see how the resource issues can be worked over time to ensure the right thing is being done for the cadets and staff and faculty. LTG Hagenbeck stated that he would continue to keep the Board updated on the development of the metrics.

Congressman Marshall stated that, during his time as a professor with a law school, there were three different processes getting ready for accreditation and neither the law school nor university were at risk, but always had things which they internally believed needed improvement. The information from these observations was shared with the accreditation agency and encouraged them to say to the university and its board "these are ways in which we think the institution needs to improve." Congressman Marshall asked "is this the type of thing going on at the Academy?" COL Allbee stated that it was.

Another area being looked at is Strategic Planning. COL Allbee informed the Board that the Academy's Strategic Planning document, USMA 2010, is currently being updated and will go into a full-fledged assessment process. This is all being done at the same time that resources are established and institutional assessment progresses in order to facilitate and make sure things are moving along in each of the areas which MSCHE has asked the Academy to look. The science building and the Library Learning Center were both areas which were brought out in the resources review of the MSCHE. The Library Learning Center construction is above ground and growing very rapidly. The Academy is in the process of getting ready to begin renovations on the science building.

Next, COL Allbee briefed the Board on ABET Accreditation. ABET's focus is accrediting individual programs. There are four types of ABET Commissions: Engineering Accreditation Commission (EAC), Computing Accreditation Commission (CAC), Applied Science Accreditation Commission (ASAC), and Technology Accreditation Commission (TAC). Several years ago these all used to be separate accrediting agencies. Now they are combined under ABET. The Academy has been accredited by ABET since 1984 and continues to be accredited by them and adds programs as the necessity arises. It is important to realize why the Academy wants to be ABET accredited. The ABET accreditation first relies on the MSCHE accreditation, but it gives the Academy the window for the graduates to earn professional engineering degrees. When we look at professional engineering degrees of the Army, it is found that 45% of the advanced degrees are from West Point graduates. Realizing that West Point provides approximately 25% of the incoming Second Lieutenants, that number is amazing and it gets to the fundamental question of the Academy's curriculum: supplying approximately 75% of all Math Science Engineers for the Army at each year's inception. While the Academy has many other programs throughout the curriculum, it is not surprising that the Academy supplies 45% of professional engineers throughout the Army. LTG Hagenbeck added that, what has happened over time with ROTC (over 270 universities offer ROTC) is that the stream of money has either been constant or decreased as the cost of college has increased. Most engineering programs, other than at West Point, require almost five years of undergraduate study. The Academy only offers four year scholarships and not

every individual who applies for a ROTC scholarship receives one. Therefore, if an individual receives a three or four year scholarship, the chances of that person getting an engineering degree are very small unless they are willing to fund the cost themselves. Because of this, individuals in ROTC tend to choose other majors. The Army recognizes these issues and is working in a direction to fix it internally.

COL Allbee informed the Board that USMA was last accredited by ABET in 2002 and that our "Record Year" for the next visit will be Academic Year 2007-2008 and the ABET Board will visit the Academy in Fall 2008. Again, this is a peer-review process. The steering committee for the Academy's ABET accreditation is COL Boettner (Civil and Mechanical Engineering) and COL Goda (Electrical Engineering and Computer Sciences). Traditionally the Academy has done extremely well and received the highest accreditation in each of the areas. There are seven areas which have been accredited in the past: Civil Engineering, Computer Science, Electrical Engineering, Environmental Engineering, Mechanical Engineering, Engineering Management and Systems Engineering. The Academy is seeking the addition of three new programs: Chemical Engineering, Nuclear Engineering and Information Technology during the next accreditation.

The Academy's curriculum and the input to the curriculum are growing and doing very well. The accreditation is not a punctuated analysis, it is a continuous analysis, so the Academy has been analyzing the current programs since 2002 and the new programs have been evaluated for several years. The Academy hopes that it will be able to make them available for accreditation in 2008. One concern in this area is looking at Chemical Engineering and Nuclear Engineering which are located in the Bartlett Hall Science Complex; we need to show the plan for its future completion for the program as we go into ABET.

In 2002, there were no concerns noted by the Engineering Accreditation Commission (EAC). However, the Computing Accreditation Commission (CA) stated that it was concerned with the insufficient number of support personnel for the Computer Sciences program. That concern is under Academy review. During the last two years the Academy underwent a Laboratory Technology Review where resources necessary were identified for all the laboratory programs which also addressed the area of support personnel. The Academy believes it will be able to alleviate the problem with the shortage of personnel by hiring additional personnel within the next year.

Honorable Lessey stated that he has been doing some research with the Institute of World Politics in Washington and his primary question was "what is the most important element when going through the accreditation process?" The answer always was the personal relationships between the team school and the people who are handling the case for MSCHE. COL Allbee stated that he concurred with Honorable Lessey's statement and that it is one of the key reasons why we make sure that individuals at USMA are also identified as Middle States reviewers for other institutions. He added that USMA has very good relationships with the other institutions.

LTC Hagenbeck recommended a short break. Honorable Lessey concurred and the meeting recessed for 10 minutes.

Senator Mary Landrieu arrived during recess. Senator Jack Reed arrived at 9:50 a.m. With the arrival of Senator Reed, the meeting was turned over to him.

**8. BOARD ELECTIONS.** Senator Reed apologized to the Board for the delay in his arrival and stated that his function at the meeting was to conduct the elections for the Chairman and Vice Chairman for 2007. Before the floor was open for nominations, Senator Reed stated that any member of the Board is eligible to serve as Chair or Vice Chair. Senator Reed reminded members that he personally would not accept a nomination in 2007. Senator Reed then opened the floor for nominations. Mr. Rainey nominated Congressman John McHugh for Chairman; the nomination was seconded by Ms. Contreras. There were no further nominations, so the Board elected and Senator Reed welcomed Congressman McHugh as the 2007 Chairman. Next, Senator Reed opened the floor for nominations for Vice Chair. Mr. Rainey nominated Honorable Samuel K. Lessey, Jr.; the nomination was seconded by several members. There were no further nominations, so Senator Reed congratulated Honorable Lessey as the 2007 Vice Chairman.

Senator Reed then turned over his responsibilities as Chairman to Congressman McHugh. In addition, he thanked the new members (Congressman Marshall and Congressman Tiahr) for attending the meeting and thanked everyone for the assistance they provided him over the last six years as Chairman. He particularly thanked LTG Hagenbeck, LTC Wurzbach, Ms. Kramer and everyone at West Point for all of their support during his tenure and added that he leaves the position of Chairman with a great sense of confidence in Congressman McHugh.

Senator Landrieu stated that she is very proud of her colleague (Senator Reed) and his service to the Board and that he has probably served longer than any other member of Congress and at great sacrifice. She added that Senator Reed has been a very active and outstanding colleague on the Armed Services Committee at a very challenging time for our country. For him to give his time to West Point, he did a great job. Senator Reed thanked Senator Landrieu for her remarks.

Mr. Prosch stated that on behalf of the Secretary of the Army, he would like to offer his tremendous thanks to Senator Reed for his sustained, superior leadership of the Board for the last six years. He added that Senator Reed's dedication, commitment and untiring service as the Chairman have made a remarkable difference.

LTG Hagenbeck requested a few moments from Congressman McHugh in order to make a presentation to Senator Reed. Congressman McHugh added his appreciation for everything Senator Reed has done for the Board and stated that it was an honor and a privilege to serve with someone of such insight, dedication and devotion.

LTG Hagenbeck presented Senator Reed with the Outstanding Civilian Service Medal for his service as the Chairman of the USMA Board of Visitors from February 2001 – January 2007. In addition, on behalf of the United States Military Academy, Senator Reed was presented with an Army Football jersey.

Congressman McHugh informed the Board that the next order of business was the election of the members for the Executive Committee. He stated that the purpose of the Executive Committee is to examine specific matters at the Military Academy at the direction of the Board. The Executive Committee shall consist of the Chairperson, Vice Chairperson and five other members. At least three of the seven members must be members of Congress. Congressman McHugh mentioned that one Congressional slot is filled by the Chairman and asked if there were nominations for the second Congressional slot. Mr. Rainey mentioned that on the agenda the members are scheduled to discuss discontinuing the Executive Committee. Honorable Lessey added that there are too many members on the Executive Committee and the number should be reduced to six (less than the current seven). LTC Wurzbach informed the Chairman that this is an issue where the BoV Rules dictates the composition of the Executive Committee. The Committee has been in existence for some time and there is no evidence that the Committee has met in recent history. Some of the members have brought up the point that the Board should discuss this and decide whether or not they want to go forward with this particular subcommittee of the Board.

Congressman McHugh opened the floor for discussion on this point. Ms. Contreras asked “if there is a committee that exists but has not met, what would be the purpose of it?” Congressman McHugh stated that he has been on the Board for 14 years and this was the first time there had been any discussion about the Executive Committee. Honorable Lessey asked “what do we know about the history of the Committee? When did it start and what does the record show as its purpose?” LTC Wurzbach stated the purpose, as the Chairman pointed out, was to be some type of internal governance committee for the Board. It has not met in over 20 years, and it has continued to exist only within the Board of Visitors’ Rules. There is nothing in legislation which dictates that this subcommittee needs to exist, there is nothing in FACA which enables or would stand in the way of such a subcommittee, but as Ms. Contreras has pointed out, it is a subcommittee of the Board which has not met in some time. Honorable Lessey stated that Senator Reed could verify that there were several times when he proposed that the Executive Committee have a meeting and one of those times was when there were nearly six months between Board meetings. He added that in his experience he has never known of a Board, corporate or otherwise, which would go half of one year without having a meeting. Honorable Lessey stated that this concerns him, and even though the Committee is not being used actively, that we might want to have it as “insurance” if nothing else. LTC Wurzbach stated that, in the BoV Rules, it states that a quorum is formed anytime there are six or more members present, one of which must be a member of Congress. Therefore, as was pointed out, based on the construction of this subcommittee, it could potentially be a case where there are seven members of the Board, including a member of Congress. If this were the case, it might be perceived to invoke FACA if this subcommittee were to meet. Current FACA rules are that a subcommittee does not fall under FACA. Honorable Lessey questioned, therefore, why there were so many members on the Executive Committee. LTC Wurzbach stated that it is completely within the Boards purview to change the construction or to delete this subcommittee. Honorable Lessey stated that maybe there could just be a smaller Executive Committee. Mr. Strong addressed Congressman McHugh and stated that it seems odd to him as well that the Board has a currently constituted Executive Committee which was put in place one year ago. He recommended that the

elections be deferred until it can be decided whether there will be an Executive Committee at all. Congressman Marshall asked if there were any reason why the Board should delay in making a decision regarding the Executive Committee. He added, “it seems to me that the suggestion simply to reduce the number makes sense, and then we do not have the problem that LTC Wurzbach described. Yet, we retain the capacity which has remained for 20 years and not taken advantage of, but at least the capacity to have the Executive Committee do something.” He added that he assumes the Executive Committee does not function for the Board. LTC Wurzbach stated that under FACA rules, the Executive Committee would not be allowed to function as a Board, any recommendation would have to pass through the entire Board in order for it to be consistent with FACA legislation.

Senator Reed stated that one of the things the Board needs to recognize is that, previous to two to three years ago, the Board was meeting only three times per year. Now, by Board rules, there are four meetings per year. The other factor is that in all of this time there has not been an occasion which has risen in which the Executive Committee needed to be invoked. Senator Reed added that we are very fortunate in that we are a very small Board and issues that require immediate action are best dealt with in front of the entire Board. Senator Reed stated that when he became Chairman, the Executive Committee was like an appendage, it was there, so it was filled. This continued over time, but now the Board is at the point where members are asking “why do we need this subcommittee?” This also raises another question, what duties would the Executive Committee have which are different than the entire Board? Congressman McHugh stated that the Board has instituted more active subcommittees in the last couple of years, which traditionally had not been the case. Mr. Rainey stated that he agreed with Senator Reed and suggested that we abolish the Executive Committee as it really serves no use at this point. Senator Landrieu seconded Mr. Rainey’s proposal. Congressman McHugh announced that there was a motion before the Board to abolish the Executive Committee in the Rules of the Board of Visitors. The motion was agreed upon to strike the Executive Committee from the Rules of the Board of Visitors.

**9. GENDER RELATIONS SURVEY, 2006 REPORT.** LTG Hagenbeck stated that, at the last Board meeting the Academy knew that Department of Defense (DoD) surveys were pending release. That release occurred in January 2007. LTG Hagenbeck introduced COL Jeanette McMahon and BG Caslen to brief on the results of the survey. He added that BG Caslen had testified before Congress, along with representatives from the Naval Academy and the Air Force Academy, on this issue. BG Caslen began his remarks by stating that it was a privilege and an honor to testify and to represent West Point. He stated that Congress’ attitude about this issue was very clear to him, not just at the service academies but throughout the military at large. He stated that, when the Board saw the data which COL McMahon would provide during her brief the members should know that it has the attention of the Academy leadership. There are a couple of assumptions regarding the data, The first is that the data is correct, but if you understand how surveys work, a situation is explained in the survey itself, the cadets try to interpret what is being said and try to relate a personal experience to what is asked in the survey and answer “yes that has happened to me” or not. He added that there are varying degrees of accuracy with regard to how much the cadets experienced. The Academy leadership operates under the assumption that the data which is reported is correct. It is also visible, and very important that there are comparisons with the



other service academies. At West Point we have the highest percentages when compared to the other service academies. An important concern is reporting. When a cadet fills out a confidential report which says he or she has experienced a situation which is not included in the total roll up of reports, the leadership goes back to total data which has been acquired and discrepancies can be seen, which implies that some of the events occur and have not yet been reported. BG Caslen stated that the Academy leadership wants reporting to occur so that the crimes can be prosecuted. In addition, the Academy wants to be able to treat the victims of the crimes and ensure they have all the support the Academy can generate. COL McMahon can explain the different measures which the Academy has gone through to try to increase and encourage reporting. There is an immunity policy which the Superintendent announced to the Corps of Cadets at large. The policy says that, if there is a regulations-violation type of offense such as underage drinking which may have occurred when the abuse took place, the Academy still wants it reported and the Superintendent would make a decision as to whether immunity for the victim's offense would apply or not. That has actually made a difference in a couple of cases. One of the good news stories which has come out of the survey is education. The Commandant stated that, in comparison to previous years, the education cadets receive on what they are doing; treating each other with dignity and respect, is on the increase in a significant way. The cadet attitude about Academy leadership is also relevant. The attitude is that the leadership takes this seriously and has put policies and programs in place; and that the leadership is addressing this issue as they are expected to. This means that the cadets have faith, trust and confidence in the Academy leadership and that it is moving in the right direction in addressing sexual harassment and abuse. The Commandant asked COL McMahon to provide the Board with detailed information on the survey.

COL McMahon began her briefing by thanking the Superintendent for allowing her the time to speak to the Board members about the subject of sexual harassment and abuse, which goes to show his personal level of commitment to the issue, also evidenced by BG Caslen and other senior officers at the Academy. COL McMahon provided the members with a brief history of her military career beginning with her graduation from the Academy in 1983, culminating with her current position as the Special Assistant to the Superintendent for Human Relations, for the last two years. She stated that the first thing she wanted to get across to the members was that the Academy has a very deliberate, resourced, and methodical Sexual Assault Prevention and Response Program. This program is something which the Academy had been working on for six years and has its genesis in the Board of Visitors. Back in 2001, the members asked about issues with harassment and assault, which was prior to the incidents which had occurred and been widely reported at the other service academies. The Academy was looking at this issue very closely many years ago and decided to conduct an internal study, bringing in an outside organization to look inside the Academy and provide recommendations. At that time, the Department of Defense (DoD) Task Force was getting ready to look at the Naval Academy and West Point, but it would take a year to get the results. The Association of Graduates (AOG) paid for the internal study, which gave the Academy a lot of recommendations. COL McMahon stated that, before she got into the details of the survey, she wanted to go over some of the basic tenants of the program at USMA. The program is victim centric; what is meant by this is that the Academy has all of the resources in place to take care of victims. That is the direction that the Army program

has moved and the direction that USMA's program has moved, which is key. The Army has learned that, in order to get more victims to come forward, we need to focus on the victims, first giving them the resources they need, the medical attention, counseling, legal advice and chaplain support. Once the ground work is laid and they have a victim advocate to walk them through the process, then it is up to the victim to make the decision on whether or not he/she wants to file an unrestricted report (which invokes the Academy looking at a formal investigation with police, etc.). The Army has had success using this methodology. There have been increases in reporting, more people coming forward stating that they have had a problem. The system is also leader focused. As the Commandant had reported earlier, cadets feel that the leadership is concerned about this issue. Therefore, it is clear that the senior leadership, not just the general officers, but the senior staff and faculty of the Academy makes it clear to cadets on a regular basis through various briefings that this is an important issue and they are concerned about it.

There are monthly Sexual Assault Review Boards (SARBs), which the Superintendent chairs, where all the policies and procedures are reviewed, and continue to be refined. SARB members also review current cases to see what can be learned from them and what the Academy can do better to ensure everything is being covered. The SARBs have been taking place for over one year and involve all the members of the resource team which come from the chaplain, medical and counseling communities at USMA. This gives USMA the opportunity not only to look at specific cases but trends over time. When there is a restricted case, information pertaining to the individual(s) in the case does not get to the chain of command because it is restricted, but trends can be looked at. For example, a majority of USMA's cases happen when alcohol is involved; therefore, USMA can take a look at those cases and see what culture leads to those situations. COL McMahon stated that USMA has a very extensive Values Training Program which is 70 hours in length. Ms. Contreras asked if the program is mandatory. COL McMahon stated that the program is mandatory for all cadets and is part of the Simon Center Professional Military Ethic Program which focuses on honor and respect. There are 16 hours which are dedicated just to respect. The program has been revamped in the last two years based upon feedback which the Academy received from various surveys stating that the training was a little monotone, mundane and not interactive. Nationally renowned speakers were brought in and really made an impact. The Academy also brought in a rape survivor to speak to cadets during the very first summer of training. The cadets receive the training shortly after arriving at the Academy so that they know sexual harassment and assault are an issue of our society. One of the things which came out of the Gender Survey was that 15% of cadets reported experiencing a sexual assault prior to arriving at the Academy and 39% said they had been sexually harassed. What the Academy does is make sure the cadets understand that there is a higher standard at USMA than there is in society at large. Ms. Contreras asked COL McMahon to clarify if "during their entire stay at West Point, are they required to do that every year (referring to the training)?" COL McMahon stated that the Academy provides on-going classes which are developmentally sequenced. Training starts with the rape survivor guest series lecture the first year, so that the cadets are aware of the program and aware of the fact that rapes occur on college campuses, to include what their responsibilities are. The following year, a guest lecturer, Mr. Tony Porter comes to the Academy and addresses the "man's perspective" and challenges the men in the audience to take charge and change succeeding generations. The next guest series

lecture and speaks to sex signals which really get into a simulation of a sexual assault situation.

COL McMahon added that it is important to know that changes have also been made in the academic curriculum as well. In a number of the academic departments, USMA has incorporated sexual assault and sexual harassment training.

Congressman McHugh announced the arrival of Secretary of the Army, Dr. Francis Harvey at 10:23 a.m.

**10. REMARKS BY THE SECRETARY OF THE ARMY.** Dr. Harvey apologized to the Board for being late to the meeting and stated that he is up to speed on issues related to West Point. He added that LTG Hagenbeck visits Washington DC four times per year to give updates during the Executive Steering Group (ESG), and advises him of any issues and challenges at the Academy. Dr. Harvey feels he has a good handle on the issues and what LTG Hagenbeck is doing at the Academy. He spoke briefly about the Transition Team stating he believed it was very good and that action groups have been formed to implement recommended changes. In addition, LTG Hagenbeck met with former superintendents and commandants. Dr. Harvey stated that he thinks LTC Hagenbeck is off to a good start and is doing all the right things.

Dr. Harvey took a moment to recognize Senator Reed for his service as Chairman of the Board. He added that West Point is very important to growing the Army, but underneath that, is providing the leadership for that growth. West Point is a very important part of the leadership template for officers, non-commissioned officers and civilians. Leadership is learned at the Academy and then is further developed during a career in the Army. Dr. Harvey stated that he appreciates Senator Reed's participation in the Board of Visitors to ensure that West Point is the best military academy that we can have. "In this day and age, fighting the Global War on Terrorism it is not only about having the capacity, it is about having the leadership."

Congressman McHugh thanked Dr. Harvey for his service and for allowing him and the other members to serve on the Board. Congressman McHugh informed Dr. Harvey that the Board was in the middle of a briefing on what the Academy has been doing in regards to sexual assault. He asked COL McMahon to continue with her briefing.

**11. GENDER RELATIONS SURVEY, 2006 REPORT (CONTINUED).** COL McMahon gave Dr. Harvey a quick recap of what she had briefed the Board so far. She stated that the training for sexual harassment and assault has been incorporated in the Law Department UCMJ courses and in leadership classes in the Department of Behavioral Sciences and Leadership. The History Department is looking at areas in which they can discuss these topics and have just established a Women's History course. The Academy has asked a number of departments to look at areas in which they can emphasize the role and value of women because it was one of the DoD Task Force recommendations.

COL McMahon informed the Board that the DoD Task Force had 44 recommendations over one year ago when they came to the Academy. An action team had been developed to look at the recommendations and there have been over 108 actions taken in response to those recommendations in the last year. COL McMahon stated that there are eight remaining which are still being looked at. The Action Team has identified 58 actions which we need to look at on a regular basis. This has been incorporated in a procedural way in the monthly SARBs and twice a year the recurring issues will be reviewed.

LTG Hagenbeck commented that during his briefing to Dr. Harvey on January 30<sup>th</sup>, he said that unlike a lot of institutions, and even the Army at-large, one of the dynamics about West Point is that every 12 months a class is graduated and new cadets are brought in. He added that by the time they graduate, cadets are at West Point for an average period of 18 months. He stated that the education piece is continuous and the Academy will never be able to reach a level of stability over time; it is something which we have to stay engaged in and stay focused on over time.

COL McMahon stated that the Academy's biggest challenge is culture. Ms. Contreras asked "out of the 44 recommendations which came out of the DoD group, and that you said you developed 108 action items that basically moves forward of the recommendation, is there a separate report which I can see?" COL McMahon stated "yes, reports are submitted on a quarterly basis to Department of the Army (DA) and are incorporated in an annual report which incorporates the entire year's worth of reports" which she can provide. Ms. Contreras asked COL McMahon if there are milestones which she has set regarding when she will get to a certain action item. COL McMahon clarified that she does. Mr. Strong followed up with a question to COL McMahon asking "as you look at other Tier 1 Universities against which the Academy competes for students, have you seen major programs or initiatives which they have underway that the Academy is not doing, to include best practices?" COL McMahon stated that the Academy actually does compare, for example, the Cadet Counseling Center is on the list where they compared notes and looked at best practices; because one of our recent recommendations was to look at whether the Academy should enable web-based reporting? However, the Academy found that no other universities are doing any type of web-based counseling. In addition to that, the Simon Center and COL Jones are very active and involved in visiting other universities to present them with our material so they can learn from what we are doing. Recently, we had an Academy Conference with the other service academies which specifically discussed sexual harassment and compared notes. Mr. Strong asked "is it fair to say, based on your knowledge, that there is not anything you have seen that is being done at other universities which has been very productive?" COL McMahon stated that there is nothing which really stands out as a major program or sub-element of a program. She added that the program is still in its infancy and it takes a long period of time to change culture and attitudes. Over the past year, the Army has developed an assessment report which will help support tracking from the assessment standpoint and how we can make improvements.

Senator Landrieu stated that COL McMahon was providing an excellent presentation and that she was glad that the Board is staying focused on this issue as it is extremely important. She asked "of the 33 students, which is approximately 5%, what percent have carried this to court

or to some formal accusation?” COL McMahon replied that there are statistics available from last year (2006) in terms of how many individuals have brought reports forward and stated that she would discuss that information later. She added that there were 10 cases last year of unrestricted reports. She reminded the Board of the Court Martial which took place September – October 2006. The individual was sentenced to jail time for two instances of rape and assault. Senator Landrieu stated that the reason she asked was that during the annual surveys the Academy has 33 students (according to the report) who stated that they were either victims of rape or attempted rape. Of the 33, only 10 were reported, but they are not official charges which would bring someone to court. Of the 10, maybe one ends up in court and is prosecuted. Senator Landrieu addressed LTG Hagenbeck and stated that we need to watch the difference between saying it happened and then for some reason there is a drop-off when it comes to reporting the incidents. This is a way to test the Academy’s ability to give strength to real victims, not to those who have trumped up charges in order to bring cases forward. LTG Hagenbeck stated that he agreed with Senator Landrieu and that it was part of the underlying rationale to put out the immunity policy and make sure the Academy is looking at this every way it can. COL McMahon added that the Academy’s statistics are reflective of society at-large, stating that rape is a very difficult crime to prosecute. There have been some recent changes in the laws regarding rape and sexual assault, which had helped in being able to prosecute. There has also been a change to the UCMJ which reflects changes in state laws regarding consent. BG Caslen stated that a crime occurs when someone is touched without permission, all the way up to a rape. The Academy deals with mostly the lower-end of that spectrum, but still the fact is, a crime has been committed. He added that when you see the numbers relating to unwanted sexual contact, it includes the example which he provided. BG Caslen discussed how the Academy is trying to change the culture and some of the challenges the Academy faces. As COL McMahon had mentioned earlier, a lot of the cadets come to the Academy with sexual assault/harassment experiences from high school. Society at-large says that society takes action when the crime is committed. If someone begins to verbally harass or demean someone, normally that goes unaccounted for in society at-large. The crime actually begins when there is unwanted touching, which is society’s line for acceptable behavior at exactly where an assault takes place. This is not the case in the Army. The Army defines acceptable behavior as respectful and decent; it is unacceptable anytime someone is harassed verbally or otherwise.

COL McMahon stated 598 women and 1,145 men were surveyed, which is done on a volunteer basis. Prior to the survey there was a mandatory briefing that all of the cadets had to attend to get background information on the survey. The question was asked by one of the members “why is the survey voluntary, why not make it mandatory?” COL McMahon stated that there is a higher percentage of participation when studies are conducted on a voluntary basis. There was an 88% response rate for the 2006 survey. COL McMahon pointed out that last year there were two sexual contact items in the survey. The individuals who developed the survey questions at the Defense Manpower Data Center (DMDC) decided to come up with what they felt was a more accurate assessment of unwanted sexual contact. They also included the measures that they used in previous years.

Next, COL McMahon discussed trends in sexist behavior. Sexist behavior is any behavior that conveys insulting, offensive, and condescending attitudes based on gender. COL

McMahon stated that this is an area which clearly needs to be worked on. Even though USMA numbers were higher than the other service academies, all of the academies trends are very similar, with high numbers for sexist behavior. COL McMahon informed the Board that her counterpart in the Office of the Director of Intercollegiate Athletics (ODIA), MAJ Kawamoto, looks at team culture and the integration of what goes on with the teams because it has been seen in society at-large that there are certain team culture issues which need to be addressed. Ms. Contreras asked if there was a way to dissect the data and separate it to see where the problems really are. Are some of the problems just childish behavior among teammates? COL McMahon stated that because the numbers are so high, the Academy does need to delve into the data more deeply and see what exactly it means. BG Caslen stressed to the members that the numbers reflected in the survey results are not only incidents which have occurred at the Academy, the results also include any incidents which occurred to the cadets during the last year. Mr. Strong stated that he agreed with Ms. Contreras that more detailed information regarding when and where the incidents have occurred is necessary.

Unwanted Sexual Contact (USC), is a new measure which incorporates recent UCMJ sexual assault changes that range from unwanted touching to forced sexual acts. The survey shows that many of the incidents involve alcohol and/or occur in the barracks. 10.5% of women reported USC. Comparably, 1% of the men reported. Again, some of these offenses could have occurred off the installation and either the victim or perpetrator was a cadet, not necessarily both.

The survey also asked about training effectiveness. There has been a considerable statistical jump from 2006. Statistics show that cadets feel that the Academy's sexual assault training has become more effective in actually reducing or preventing sexual assault behaviors.

In conclusion, COL McMahon left the members with some take-aways. She stated the Academy must continue to improve culture and climate; education is having a clear impact on the Academy's culture and we need to continue to stress peer accountability vs. peer loyalty. LTG Hagenbeck added that peer accountability is about taking care of your buddy and is what is called Warrior Ethos. Beyond just assault itself, the Superintendent and his staff are talking to cadets about taking care of each other to avoid making bad decisions.

Ms. Contreras commented "I have been on the Board a little over a year, and have been very impressed by BG Caslen's and COL McMahon's work. Both were fairly new to the institution at the time and I have seen since you have made it a commitment to hire someone specifically to deal with these issues, prevention vs. reaction. I wanted to commend both BG Caslen and COL McMahon for the work in the education which is taking place."

BG Caslen stated that the "bottoms-up" education review is important. The Superintendent will talk later during the briefing regarding his Transition Teams and Tiger Teams. One of the key recommendations was to take on Professional Military Education which includes the Respect Agenda and addresses all of the sexual harassment and sexual assault issues. There has also been some additional research done which made us realize that we want to focus not only on the social aspect, but that we also need to make a shift to the moral aspect. The big issue that the Academy faces is how to change the culture. This is done primarily through

education and also through treatment when an incident occurs. Society standards are shown to be lower than the Army's. A lot of the victims will not come forward for a variety of reasons, and the Academy is trying to encourage them to come forward and report incidents. This is why the Academy has the immunity policy and restricted reporting. The whole issue of peer loyalty is a big deal to the cadet population; it does not matter whether an individual is being harassed by another cadet or by a general officer, someone needs to stand up for the victim and say this is inappropriate behavior. The last piece of the program is prosecution. Every case is treated on an individual basis with due process of law, but the Academy is trying to be as aggressive as it can with this. This was evidenced by the outcome of the Cadet Story case. The incident took place in New York City and local jurisdiction did not want to handle it. The Army brought the case to the Academy and Cadet Story was successfully prosecuted. BG Caslen stated that the Academy appreciates the Board's interest and any thoughts or insights that they have as well.

Honorable Lessey stated that this issue has been described before as a work in progress and he is sensing that the long-range goal is the maturation of cadets to the point where they are taking the responsibility for this themselves.

Congressman McHugh pointed out that when the issue of sexual harassment hit the military academies, it shook the foundations of those institutions and jeopardized the future of Boards particularly after what happened at the Air Force Academy. He added that there is not an issue which is more challenging, more shocking and more important and commended the Superintendent and others at the Academy for taking on this issue and bringing it a long way. It is very comforting to know that progress is being made.

Congressman McHugh informed the Board that he and other members of Congress would have to depart for votes for 11:15 a.m. He therefore proposed that the Board take a short recess and asked that Honorable Lessey take over the meeting until his return around lunch time.

Senator Kay Bailey Hutchison departed at 11:00 a.m.

The Board reconvened from break at 11:15 a.m. Honorable Lessey called the Board to order so that briefings could continue. Before turning the floor back over to the Academy, Honorable Lessey noted for the record that the Board no longer had a quorum.

LTG Hagenbeck asked COL Colpo for his update on resources.

**12. RESOURCES UPDATE.** COL Colpo began by stating that he was pleased to be able to report on the Academy's resource status, which is an update of where the Academy is as of January 31, 2007. He stated that he would be focusing on current year resourcing and providing some information on resourcing for FY08 and beyond.

He stated that he wanted to make clear to the Board that there are two streams of appropriated funds which come to the Academy. One is called Mission funding which comes through the Superintendent to all of the Mission Activity Directors (MADS); the

Commandant, Dean, Admissions and USMAPS. The Academy received \$129.2 million for FY07 in order to execute its programs; education, military training and athletic training. The good news is last fiscal year (2006) the Academy used \$110.3 million and this year we have used \$110.3 million. The Academy received \$12.6 million to resource the Library (furnishings, equipment and information technology). Relatively, we have stayed the same so we believe it is a good news story. The Academy understands the OPTEMPO of the Army and the challenges with funding associated with that and feels very fortunate that we maintained the baseline of what was executed in 2006.

Garrison funding is utilized for maintaining the installation; paying for utilities, the workforce of approximately 1,200 personnel, and maintaining buildings and all of the sustainment, restoration, and maintenance dollars. The funding comes to the Garrison through the Installation Management Command to support LTG Hagenbeck and the execution of the mission of the Academy and taking care of it from a facilities perspective.

There is a Memorandum of Agreement (MOA) which states if DA gives us \$153 million in Garrison Funding, we will be okay. The Academy will be able to take care of its challenges, resource the facilities, pay the bills, and continuing to chip away at the maintenance backlog.

LTG Hagenbeck added that there is another funding stream called donor dollars. Unfortunately, donor dollars are not predictable from year to year, but the Academy is doing reasonably well with the funding they have received through donations. He added that the Academy will kick-off a capital campaign within the next 12-24 months. It is important to know that the Superintendents from all the academies talk about this and things are different at each of the academies. There is a general agreement that military construction (MILCON) dollars need to come to the academies to fund the brick and mortar types of things and for sustainment over time and that the government needs to commit public tax funds for our facilities. The Academy is going to be very cautious and ensure that Congress upholds its end of the bargain, which they have been doing very well lately. He added that the Academy has been very well supported and that members of the Board have been instrumental at making it happen.

LTG Hagenbeck informed the Board that the Academy received some funding this year for repairs on the football stadium, which were extremely necessary. Problems were invisible to the fans, but were things which needed repair. Several members of Congress asked why the Academy did not use donor dollars for the repairs like Navy does. The difference is that Navy's football stadium is located off Academy grounds and is funded by their donors. LTG Hagenbeck added that our funding streams for the athletic programs and Association of Graduates are different and that it is an important distinction to make. Mr. Strong asked "is Garrison funding sufficient for what the Garrison needs and are we (the Academy) compromising our standards in anyway by having funding levels lower than in FY06?" COL Crawford replied that as always, the Academy has more needs than there are resources, but is no worse than we were last year. He added that he is still optimistic that the Academy could receive additional funding. COL Crawford stressed that we are not lowering our standards. The largest decrement to the overall funding of \$158 million is in the area of sustainment of facilities maintenance and repair overall. Some of the repairs end up having to be deferred



until the Academy receives more funding. Mr. Strong asked “has the state of the Academy’s barracks materially, adversely affected the ability to recruit the best cadets?” COL McDonald stated that Admissions has not found that the state of the barracks has necessarily turned away candidates. If you were to look at other college campuses around the country, some are in very good repair and others are not.

Mr. Prosch reminded the Board of the Pershing Barracks rooms they toured during the fall meeting at West Point. He stated that with year-end funding, Department of the Army was able to give the Academy the funding required to renovate the rooms and that the renovations should be completed by spring. Ms. Contreras said that the rooms in Pershing were the only rooms she had ever seen and added that it would be nice to see “the other side.”

LTG Hagenbeck stated that in the last decade, the Academy has received as gifts some of the finest athletic facilities, competitive anywhere, and invited the Board members to tour the facilities during one of their visits to West Point. He noted however, that donors provide the funding for the buildings, but once they are complete they are turned over to the Garrison Commander for maintenance. The Academy is working through the Association of Graduates to develop a strategy where donors are encouraged to assist by including costs for maintenance and custodians in the funding stream. This does not include the cadet barracks, they would still have to be covered with MILCON funding.

COL Colpo stated that the American public expects the government to take care of its share and the Academy asks others (donors) to take care of Margin of Excellence projects. As Mr. Prosch brought up, the Academy provided the Board with an information paper on the status of Jefferson Hall Library and Learning Center and also the successes of the barracks renovation program. Thanks to the efforts and attention of the Board members and Mr. Prosch, the Academy received \$18 million for needed barracks renovations. COL Colpo added that Academy leadership would like to take the Board members back through Pershing Barracks during their next visit to the Academy so they can see all the work which has been accomplished with that funding.

Ms. Contreras asked Mr. Prosch “how is the Continuing Resolution (CR) affecting the funding available for renovations?” Mr. Prosch stated that the CR has affected the Army overall with MILCON execution. He added that Secretary Harvey is working on this issue and their offices will be working closely with Congress to try executing MILCON funding the way it needs to be. Ms Contreras commented that “the Academy seems to have a lot of new initiatives which it is unable to get done due to not being able to use new money.” LTG Hagenbeck and Mr. Prosch agreed. Mr. Prosch added that it will affect the Science facility; there is money in the POM, but we need to make sure it can be executed so that the facility can become a world-class science center.

Mr. Prosch then informed the Board on the Memorandum of Agreement (MOA) between Department of the Army and the Academy. He stated that through LTG Hagenbeck’s leadership, the Academy was able to fight through and establish a MOA so that it receives a Competitive Sustainment Level (CSL) above and beyond the Garrison funding of other Garrisons throughout the Army. This will allow the Academy to be able to compete with

universities such as Wake Forest, Notre Dame and Duke. The Superintendent stated that had been part of the argument, and that there is a huge unfinanced requirement Army-wide due to the Global War on Terrorism. Part of that, inside the Army, is what Mr. Prosch deals with. Installations are all taking their fair share of cuts. The MOA, in essence, has given the Academy a foundation below which it is not supposed to fall below in funding. LTG Hagenbeck added that the Academy is being treated differently than other Army installations, thanks to support from the BoV and Congress.

COL Colpo added that the MOA is a significant demonstration to the accreditors, both ABET and Middle States, of a steady and predictable funding stream. It is extremely important. USMA is the only organization in the Army which has a MOA which shows an upward funding trend in the “out years” (FY08 and beyond). This is extremely important as the Academy heads into the accreditation process. The Academy is committed to the MOA as is the Department of the Army.

Next COL Colpo reviewed some challenges which the Academy is facing. He stated that the Academy is looking to increase the size of the Corps of Cadets. There is still some analysis to be done, but the Academy will need to ask the Army for more resources in order to educate, train, and support the additional cadets.

There were some assumptions made that when the Preparatory School is brought to West Point that the Academy would be able to use some of the instructors and co-use some facilities and do some things that are currently being worked on with Army leadership.

The Academy received \$6.3 million to expand on our Cultural Immersion and Language Program. This will allow the Academy to add 23 Foreign Language instructors, and increase cadet cultural exchanges. Mr. Strong asked if the \$6.3 million was an amount the Academy would receive annually. COL Colpo stated that it was, but would tail off during year four of the program.

The Academy has received civilian and contractor reductions as the rest of the Army has. In FY08, USMA will take a reduction of 19 positions, and in FY09, a reduction of an additional 19 positions. COL Colpo stated that the Academy is working on this issue and we will address it. It will be a painful process, as it would be in any other organization, but the Academy is convinced it can work through it in support of the Army and turn the billets (positions) back into the operational force.

**13. GARRISON UPDATE.** Continuing with the human resources theme, COL Crawford updated the Board on the Public Works Commercial Activity Study (A76). This was part of President Bush’s management agenda to compete and study for competition entities within the federal government which are not necessarily government in nature. This program is governed by the Office of Management and Budget. West Point has already undergone a number of these studies. In each of those previous studies, the government most efficient organization (MEO) prevailed. The competition is open to private industry contractors to come in and make an offer against a solicitation and the government makes a best-value

decision as to whether the services will be provided by the government or ultimately contracted out.

The current A76 study began in September 2006 and is an 18 month study which affects 531 civilian employees. Right now, USMA is focused on the Performance Work Statement (PWS), which will end up being binders worth of information telling what services the Academy needs to have provided. The documentation will be reviewed by personnel interested in competing for the contract as well as the existing government organization and bid against the documentation. A board will review those bids and will make a decision. The initial performance decision is due March 26, 2008 and the service provider will assume operation in January 2009. The timeframe between the decision date and operational implementation is available for individuals who competed for the bid and were not selected to protest and obtain documents, etc. Ms. Contreras asked "could you please cover what is Public Works; what is the umbrella (of service which they provide)?" COL Crawford replied "Public Works encompasses all the roads and grounds at West Point; all the facilities, custodial functions, master planning, and everything which has to do with infrastructure below the ground (waste water treatment, electricity and natural gas)." Ms. Contreras asked if it also covered repairs. COL Crawford stated that it does include maintenance and repairs of anything from a leaky faucet to a major renovation of a building. Public Works also works along side the construction firms under the Corps of Engineers as well as all the services for grass cutting and snow removal. A number of components are outsourced (provided by contractors). For example, a lot of the grass cutting is performed by contractors already. Larger jobs, where it gets to the point of being beyond the scope or the ability of the in-house workforce are contracted out. The question was asked "would the Academy use elements of the private sector as well as elements of the government?" COL Crawford stated that part of the competition is to determine which of the elements that are currently outsourced could be brought back in under the government and/or what could be outsourced. Some of the elements are governed by law; a percentage of which must go to small businesses, therefore the Academy works closely with the Army Contracting Agency to make sure there are no violations. COL Crawford added that he would keep the Board abreast of the A-76 study and provide an update at the next meeting.

Next, COL Crawford discussed the Residential Community Initiative (RCI), which is the privatization of housing at West Point. This is, in general, a Department of Defense program which has been very successful throughout the Army. Currently, 35 Army installations have privatized housing. West Point is on the downside of the curve, at the tail end of the program. West Point is in the process of selecting a developer/private partner. There is a two-step process; step one was for companies to conduct an initial solicitation. There were 10 firms which solicited for the contract, and of those 10, a board met and selected 5. Mr. Strong asked "who was on the board?" COL Crawford stated that the board consists of a representative from West Point, contracting experts, legal representation, and procurement as well as contracting personnel. Mr. Strong asked if their interest on the board was to best-serve West Point. COL Crawford stated that is was, in general serving the best interests for the Army, as well as hopefully, what we need at West Point.

Mr. Prosch stated that for every RCI project there is an acquisition board which meets with technically proficient personnel which in this case included representatives from West Point. This is done by the Corps of Engineers, which is ultimately the source selection board. Mr. Prosch added that the Army Privatization Program has been a great success story for the Army. It has allowed us to recapitalize our housing. Over \$10 billion has been leveraged in private-sector funding, funding which we never would have acquired through our MILCON program. Mr. Strong asked for clarification of the term “partner.” Are profits being shared? Mr. Prosch gave a synopsis: the Army develops a Community Development Management Plan, a 50-year partnership, which is built in and embedded into the contract, and makes it impossible for the company to make wind-fall profits. The money goes back into the deal so that Army can build additional units to eliminate inadequate housing. Mr. Prosch added that the RCI partner should be announced in March 2007 and he would be able to provide that information in addition to a more detailed brief at the Spring meeting.

COL Crawford stated that the Garrison is the Senior Partner of the minority, so it gets a seat at the table for all decisions. Mr. Strong asked “are there certain service attributes (quality of water, buildings, etc.) which are imbedded in the agreements?” COL Crawford stated that there is such a requirement and that there are well establish metrics for all of the facilities. After the 50 year period, the partner is obligated to have all the housing up to what is called “the green level,” which is the highest standard. The Academy does not currently meet that level, and would not be able to achieve that given the amount of funding it receives each year for housing. Mr. Strong asked “if in year two, certain standards are not met, does the Department of the Army have the right to take certain actions?” Mr. Prosch stated that one of the great things with this is that the Army has world-class portfolio asset management teams which keep a “full court press” on the contract. Mr. Rainey thanked COL Crawford for the very responsive and timely update provided on building progress for the Jefferson Hall Library Learning Center. Mr. Rainey noted that the figure of only \$58 thousand of changes required for a project of this size is extraordinary.

Honorable Watts commented on the 8A Firms concerning the RCI initiative. He asked what the funding span was in terms of minority vendors, 8A vendors, small businesses, etc. COL Crawford stated that he did not have that information with him, but he could provide it in a matter of days. Mr. Prosch added that it is something which is required in the contract. To take a look at all of the Army’s projects, over 75% of the sub-contractors are local, small, or disadvantaged businesses. This works out great for the local economy by bringing in jobs, such as hiring local electricians and roofers, and purchasing supplies. Ms. Contreras stated that it would be interesting to see what the prime (contract) rate is versus the sub (contract) rate, because, for a lot of companies, their growth takes place when they are the prime contractor for projects. Honorable Watts asked if USMA could coordinate the information or will the report it provides include the numbers which speak to the 75% issue? Mr. Prosch stated that he could imbed the information in his next update to the BoV during the April meeting after Army has announced the new partner for West Point.

**14. TIGER TEAM RECOMMENDATIONS.** LTG Hagenbeck asked COL Kruger to provide information to the Board on the USMA Tiger Teams.

COL Kruger stated, that as a result of the work of the General Officer Transition Team as well as the amount of work done by a Past-Superintendent's Conference, the Academy has formed six Tiger Teams to work out what it thinks are important topics for the Academy and build on things which have been accomplished so far.

COL Kruger stated that a New Strategic Planning Process is a major point which the team brought up for the accreditation process, and is where most nationally accredited universities are going; focusing on the planning of the assessments of the institutions to create them the way you want them to be. A number of years ago the Academy had a great document which the Army War College took and put to use. So now we are going around to other Academies within the military services to compare how they execute the institutional planning process. The Academy will also look at its limited resources and set them up in such a way that it comes up with a course of action and a way ahead.

A really good news story is the development of the Academy Vision. LTG Hagenbeck took time with 24 senior leaders of the Academy to work on the Academy Vision; to figure out where the Academy needs to go and how does it start the strategic planning process in the middle of a cycle. The proposed Academy Vision is to (1) remain the preeminent leader development institution for the Army, (2) be the wellspring of the Army's professional military ethic, (3) be the centerpiece of the "Army's university", an association of the Army's degree-granting colleges and schools (Army War College, Command and Staff College) working together to contribute to the intellectual capital supporting the operational force, and (4) be known and recognized throughout America.

The fact that USMA is the premier leader development institution for the Army is no surprise. COL Kruger added that individuals working in the Commandant's area know how to do leader development. In addition, as our founding fathers saw, not only did we need a Military Academy to produce the expertise for soldierly skills, but Soldiers for democracy. This gets at what General (retired) Colin Powell said when accepting the Thayer Award; "we are the wellspring of the ethic for not just the Academy, but for the Army."

For a number of years the Army has been sending a lot of talented officers to higher education and then on to sabbaticals. There is a reason for building this intellectual capital and the Army leadership is seeing that the mission is far more than just educating cadets. The Academy has a significant intellectual capital foundation for the Army which is being taken advantage of in bits and pieces, not in any well thought out way. The Academy firmly believes that it is the center of the Army's intellectual capital for getting the synergies which can be developed in other Army colleges such as the War College and Command and Staff College. COL Kruger stated that the Academy could be the centerpiece for how the Army produces the intellectual capital and supports the operational forces.

The Academy has come to realize that it is not as well known as it should be. Academy leadership believes it can support the Army's purpose, but if you go west of the Mississippi River, a lot of folks have not heard of USMA. Yet internationally, the Academy is pretty well known. So the Academy has a major piece of Strategic Communications to work on. With this in mind, during the offsite, the Academy Vision was proposed and the question was

asked “how do we describe the future Academy when this vision and it’s mission are achieved?” LTG Hagenbeck commented that it is very important that the Academy is well known across America for many reasons. He added that it recently struck home when he was talking with a local individual and he asked “when the cadets graduate from West Point, do they become privates in the Army?” That was right here in our surrounding community. This goes to show there is still work to be done with strategic communications. The Academy gets tremendous individuals who come to West Point, but the question is: who is not coming? “What kind of person is the Academy missing because they don’t know anything about USMA?” LTG Hagenbeck added that the Academy is going to develop strategic communications more fully over time. Honorable Lessey stated that one of the shocking things which the Board has learned from COL Jones is a vast majority of high school students in this country do not even know that West Point exists.

COL Kruger provided the Board with a handout on Strategic Goals which describe the Academy of the future. The first goal pertains to the Academy’s graduates. Like most other universities and Middle States institutions, two parts are defined, (1) what is the outcome goal for the students, and (2) how is the institution postured to ensure it achieves the first goal. He added that this starting point drives what the Academy’s goals need to be. COL Kruger stated that this set of goals is a first draft at the goals of the Academy for the next 20 years. As the Academy gets further along in the process, more goals will most likely be identified, whether they are long term or short term, which fold into the Academy’s future.

Next, COL Kruger discussed how to execute the Leader Development System at the operational level and set standards in place. He stated that what the Academy has found is that, as wonderful as the Academy’s Leader Development System is, it has not kept pace with the times. Department of the Army now talks in terms of “pentathletes”, producing a different kind of officer who is postured to grow into a broad, agile, great thinker in the Army. The Academy has learned a lot in the academics of how to develop leaders, but it’s Leader Development System doctrine has just not caught up. The Academy is at a crossroads to bringing doctrine up to date with the lessons learned over a period of time.

The Academy has a wonderful education program. Columbia University trains all of the Academy’s tactical officers in a master’s degree-granting counseling and organizational psychology program. The Tactical Officers and Non-Commissioned Officers are critical to the development of cadets. They are integrators in the complete cadet experience, six domains of development with 120 cadets each. COL Kruger added that, despite their education and training, there is no way that they can impart the detail the Academy wants to give each cadet. Teams are being put together across the academic and physical programs. Each team is dedicated to a company and ensures that each one of the cadets gets the attention he/she needs at the individual level. The Academy leadership believes it is time to reconsider whether the cadets should be scrambled (broken out) into classes, spreading them out at some point during their experience which reinforces a lot of the Cadet Leader Development System (CLDS). This would also allow cadets to have a fresh start if necessary and to reinforce the cadet chain of command.

Next, COL Kruger briefed the Board on application standards. He stated that the Academy has wonderful standards, but often they make no sense compared to what the Army has for standards. He added that it is time to re-nest the Academy's standard in the Army standard. As an example, a cadet is required to go off the slide for life to be commissioned. The question is "is that the right standard to have at USMA?" The Academy believes that it is. COL Kruger informed the Board that Reserve Officer Training Corps (ROTC) cadets do not have this requirement, but that does not mean that it is wrong to require this of USMA cadets. There is a compelling reason why the Academy has standards which vary from the Army. LTG Hagenbeck stated that, when he arrived as the Superintendent, he asked what the standards were and why are any of them different from the Army? The answer he received was that the Academy has higher standards. Such is not the case; the Academy has different standards. The job of the Academy is to inspire and motivate cadets to exceed the Army standards in every way. He added that the Academy does not have the authority to change the standard of its Physical Fitness Test, the equivalent of the Army Physical Fitness Test (APFT). The Superintendent stated that the Academy wants all of its cadets to exceed the minimal standards by a vast margin. On the other hand, we do ask the question "are there some things which our cadets need to do before they can graduate from this institution?" Some Board members have had the opportunity to take a tour of Arvin Cadet Physical Development Center (ACPDC) and see the wave pool which is used for survival swimming training. LTG Hagenbeck stated that the Academy leadership believes the cadets should be able to accomplish tasks such as that in order to graduate. He added that he does not expect to see many standards which are different from those of the Army.

COL Kruger stated that the Academy's military training program is superb. The Army has had a major evolution in its Officer Education System. The Basic Officer Leadership Course (BOLC) is the first phase of the program completed while cadets are at West Point. But the Academy has not gone back and necessarily matched up what it does with the cadets to ensure they go into Phase II at the correct level. The Academy believes that cadets are being over trained; and, frankly return to the Army a bit bored with BOLC II. He added the Academy may be overtraining the cadets. We believe that, by working with the Army's Training Doctrine Command (TRADOC), our cadets can maintain a level of training which the Academy believes its graduates need to have to receive constructive credit within the Army's education system. There is a lot of work to do in this area: how to nest the Academy's training appropriately with the Army's current training vision.

Another piece which is exciting is the Interdisciplinary Capstone Course. General (Retired) Franks is one of the endowed chairs at the Simon Center for Professional Ethics and has been suggesting for a number of years that it is probably time to develop a single course to pull together the entire cadet experience. The course would bring the entire experience together prior to graduation; synchronizing what a cadet needs to be in order to become an officer of the Army. This encompasses military and culture into one course. The Academy is trying to develop the course which will truly be a capstone for cadet development.

Next, COL Kruger discussed the physical development of cadets. He stated that the Academy's cadets are in superb physical condition overall, but that the experiences of each cadet are significantly different. The Academy needs to come back and redefine, within the

context of what the Army needs, what every cadet athlete needs. The Academy needs to ensure it is properly sequencing its courses.

In conclusion, COL Kruger discussed the moral/ethical development of cadets. He stated that it is not lost on the Academy leadership that the single most important thing is to focus on character. Much of this development comes from the work of the Simon Center for Professional Military Ethics. The Commandant has done a wonderful job with the Simon Center. The Academy is entertaining the thought of moving the Center directly underneath the Superintendent, who is the senior developer of the cadets. Looking at a number of issues under the ethical aspect, the Academy is looking at how it might change the Honor Code and the system of ethical instruction at USMA to look at the larger picture of honorable behavior. Can we somehow morph our Honor Code System thinking of honorable behavior in broader context such as the cadets will face in the Army? LTG Hagenbeck commented that what ends up happening from all of the surveys, and what the Transition Team stated when they visited the Academy, was that there are two things which leadership can never let happen at USMA: (1) there can not be a sex scandal which would rock the foundation, and (2) there can not be an Honor scandal. One of the former Superintendents had experienced an Honor scandal during his tenure at the Academy. LTG Hagenbeck added that the surveys also show that USMA cadets tend to look at the Honor Code as being cadet centric and embrace it and that is good news. However, they do not tend to look beyond that. This has a lot to do with their age group, peer loyalty and other things. Again, in the Superintendent's talks to all of the cadet classes, he tries to stress to cadets that the Honor Code should not be just cadet-centric and that leadership does not want them to graduate from the Academy thinking it is unique to West Point. They should be looking at it in a much broader sense; to their peers, to the Army and to the Nation. The question becomes "how do you respond when you have an incident similar to what happened at Abu Grahab? Do you turn a blind eye?" The Academy is trying to develop and expand the notion of honorable living, not just honor centric at West Point, but how it applies to your life in a broader context. This is accomplished through the classes which are given by the Simon Center. Ms. Contreras asked "can you use real life situations to say, here is what happened and talk through how a situation should be handled?" LTG Hagenbeck stated that this is exactly what happens and it is done in a small group setting with a mentor. BG Caslen added that one of the benefits of the "long war" is that a lot of our faculty who rotate into staff and faculty positions have just returned from a combat tour; so, as they sit down and talk to the cadets about these things; they are not only talking about real world experiences, they are talking about experiences which they themselves have gone through. This is value added to the instruction of the cadets.

The question was asked "what role does Columbia University have in leadership development?" COL Kruger replied that we have a partnership with Columbia for the Academy's Tactical Officers (TACs). There are two key benefits which the Academy leadership felt were important and would come from making this kind of educational investment in our TACS: it attracts the people who are most interested in self improvement and education; more importantly, there is a unique learning discipline which Columbia would provide in an organizational psychology major. Over the years there have been a number of programs, some at the Academy and some at other universities around America. The Academy has put together, along with Columbia University, a unique program which (1)



gives the Columbia University seal of approval, which is a great attractor for officers, and (2) provides a wonderful program which enables the development of leaders. It is a master's producing program which individuals take for one year prior to taking over their Tactical Officer responsibilities.

Honorable Lessey asked if all of the recommendations by the Tiger Team have been approved by the Superintendent. COL Kruger stated that the concept of all the recommendations which he briefed today had been approved for further planning. As an example, the Commandant has been tasked to look at how much we will change the Military Training Program. Guidance has gone out for Academy leadership to start their planning process and, when the plans are complete, the Superintendent will make a final decision as to whether or not he wants to proceed with the plans. LTG Hagenbeck added that "yes, the concept has been approved; however, some of the recommendations may never see the light of day. The hard part now is the 'how to'." Honorable Lessey asked "has anyone priced these out as to roughly how much the whole package would cost and how long it would take?" The Superintendent stated that all of those aspects are being looked at. Ms. Contreras addressed LTG Hagenbeck and asked "since there are numerous items on the recommendations list, and some, as you say, will never see the light of day, are there ones in particular which you are focusing on passionately, which are non-negotiable to you?" The Superintendent stated that this goes back to the Mission Statement of the Academy. We are trying to produce commissioned officers who are morally and ethically sound. Therefore, the moral/ethical dimension is inviolable. He added that he has brought the Tiger Teams back to look at each of these dimensions (Military, Physical and Moral/Ethical) and said that these are the core things which each cadet must accomplish. It is known that during the 47-month developmental process, each cadet is going to accomplish things differently. The Academy wants to find out what the "no kidding" things are each cadet must experience and everything else is potentially additive. Once the plan is laid out, the Academy leadership will look at priorities and resourcing. One of the things which the former Superintendents had stated was that some of these recommendations are great ideas which are just too hard to do, and some of them, when you combine a variety of them, will have second and third order effects which we just can not see yet. The Superintendent stated that he would keep the Board informed on the process and that there will be some decisions made in March 2007 on a number of things, primarily internal, which he believes will make some impact. He added that he is receiving a lot of feedback from staff and faculty and cadets, and that some of these things will need to be studied further to see if they are feasible and worthwhile to do. Ms. Contreras stated that one of the things she had found, to change a performance culture in an employee environment that is very powerful, is the "with you, not to you approach," where you actually engage the individuals you are trying to change. She asked "has there be any thought given in these boards or these new entities which are being proposed, to involving high-level, honor abiding cadets in their culture change?" LTG Hagenbeck stated that they are all involved. COL Kruger stated that Cadet Jon Nielsen, the Cadet First Captain, is a great example. Cadet Nielsen participated in a number of the committees and was on the mark, and had well thought out ideas which impressed the teams. Cadet Nielsen goes out and talks to his classmates and other cadets, bringing back information, which has made him a valuable resource as the Academy develops these things. Honorable Lessey said he can see that the Academy leadership has found this to be a very worthwhile exercise.

Mr. Rainey asked “what is the endowment for the Professor of Character Development? Is it to bring in a top quality professor?” LTG Hagenbeck replied “yes.” Mr. Rainey stated that the endowment is an essential element and we really need to make it a key post at West Point. LTG Hagenbeck stated that he can not say that it will happen, but that he would keep the Board informed. He added that there is a possibility the Simon Center will move under his direction, expand the program and imbed it more institutionally so that it will permeate the Academy more than it has to this point.

**15. SUPERINTENDENT’S CONCLUSION.** LTG Hagenbeck asked COL Colpo to provide a brief synopsis of upcoming events. COL Colpo highlighted the Henry O. Flipper Dinner (February 8) which is in honor of the Academy’s first black graduate. Royal Military College (RMC) Weekend (February 9-11) in which the academies exchange cadets for athletic and social events. Post Selection Night (February 22), which is when the firsties select their first post. Founders Day Dinner for the Corps (March 8) is when West Point graduates gather and celebrate their alma mater. Congressional Visit (March 25-28) is when congressional staffers visit USMA so they can see the importance of congressional nominations within the application process. Military Academy Liaison (MALO) Conference (April 8-13) is for the volunteers around the country who help the Academy recruit candidates. Law and Terrorism Conference (April 18-20) is an example of the Academy’s intellectual capital at work and is led by USMA’s Center for Counterterrorism.

Honorable Lessey asked if it would make sense to invite the Board to the Law and Terrorism Conference. COL Colpo stated that he thought there were a number of the upcoming events in which the Board would be interested and would be welcome to attend. He added that the Law and Terrorism Conference would be very informative.

LTG Hagenbeck asked Mr. Anderson to address the Board. Mr. Anderson informed the Board that earlier in the month (January 2007) he had the honor of presenting Mr. Steven Hines, father of 1LT Derek Hines, USMA ’03, the Award of Valor from NCAA. This award has been 34 years in the making and there have only been 10 recipients. 1LT Hines was killed in action in Afghanistan and his courageous story was told by his Soldiers. The Academy presented 1LT Hines’ story to the NCAA and they awarded him this award. In addition, the Hockey Commissioner’s Association announced the establishment of the Derek Hines Unsung Hero Award.

Mr. Anderson then went over the 2007 Army Football schedule, and stated that some people perceive it to be very challenging. He said that he believes the team will be very competitive. Mr. Anderson informed the Board that Coach Ross resigned the week prior to the Board meeting and that the Superintendent and he had been working on a replacement. A list of candidates was put together, and at the top of that list was the new football coach, Stan Brock. LTG Hagenbeck added that the Academy went through a formal sports consultant agency and was provided over two dozen names, adding that, even though he can not discuss who was on the list, the Board would recognize most of the names. The Superintendent stressed to the Board, as he has done to graduates, that the Academy did not make an 11<sup>th</sup> hour back-fill for Coach Ross. Coach Ross had instituted this when they began the search in

the fall and the notion was that Coach Brock would be groomed throughout the year. Coach Brock played for the University of Colorado and was an All American. He spent 16 years in the NFL as an offensive lineman and played in a Super Bowl for Coach Ross. The cadets have really embraced Coach Brock, and he has embraced what the Academy is all about.

In conclusion, Mr. Anderson informed the Board that the football team has begun practicing in the Foley Center. He added that the indoor center is making a difference already. The football and lacrosse teams have both been using the center. It really makes a difference when the teams do their winter and spring workouts. Mr. Anderson believes this will help tremendously for competing at a higher level.

Honorable Watts commented that everything which has been discussed at this meeting leads up to trying to target young men and women and developing them into leaders, but he did not believe the Board has discussed recruiting and diversity numbers in over a year. He asked if the Board could be given information on where the Academy is with its recruiting numbers for ethnic minorities, for better or for worse. LTG Hagenbeck stated that this is an area of interest for him and that he is standing up a Diversity Office at the Academy which will be resourced accordingly. The office will have oversight primarily for two things: staff and faculty and recruiting. Each department will report back to the Superintendent on an annual basis of where the Academy is in the hiring of minorities and women, which is uneven across the Academy, but we are moving in the right direction to make those corrections. With regard to the cadets, the Academy is doing really well with recruiting Hispanics, but not doing anywhere near where we would like to be with African Americans. The Academy's current rate is 8%, and the minimum should be around 12% in the Academy's view. With women, the Academy is at approximately the Army average of 15%-16%. He added that the Academy is receiving more applicants than in recent years. As the Superintendent mentioned earlier, the Academy is expanding the Corps of Cadets. LTG Hagenbeck stated that he has given very specific instructions to COL Jones, the Director of Admissions, that the Academy is going to expand its "at risk candidates." He added that the Academy's job is to create the conditions to make every cadet successful. The short answer is that the Superintendent does not believe the Academy has the right mix of candidates and that he knows we can do better. The population will be increased and the Academy will get the "at risk candidates" through the Academy. LTC (P) McDonald added that, after 9/11, the Academy actually saw an increase in all of its applicants, but the applicants have now tapered down to pre-9/11 numbers. Historically, the Academy has struggled with the African American population because they are courted by other colleges and universities where they can achieve a four year scholarship and not have to serve in the military afterward. What the Academy is seeking with the African American community of candidates is to help influence the influencers. Especially after 9/11 and with the Global War on Terrorism, what the Academy is finding across the board, regardless of the demographics, is that the influencers (parents and teachers) are more reluctant to send their children into the military. What the Academy needs to do better is to spread the word to the influencers that "this is alright; service academies are still a great place for your young men and women to come". The Academy is finding that the students who are applying to West Point have a greater desire to serve in the military than what we have seen in the past. LTC (P) McDonald added that the Academy had an increase of 4% in the applications of African Americans in 2007 from 2006, and an

increase of 11% of Hispanic Americans. There has been a great increase over the last five years in the Hispanic American population in their interest in West Point, and we are seeing a slow increase in the African American population.

LTG Hagenbeck stated that the Academy needs to do better with its role models on the Staff and Faculty. The Academy has had a couple of African American Commandants, one of whom recently came back to the Academy as a guest speaker and the African American cadets flocked around him. He added that there are some key positions at the Academy which he is looking to fill with an ethnic minority. The same goes for other positions on the Staff and Faculty. Ms. Contreras stated that this is an area of great interest to her and thanked LTC (P) McDonald for her great efforts in this area. Ms. Contreras added “the way to affect the numbers is a deliberate, targeted recruiting effort. You must be deliberate about what you want your target to be without setting any specific quotas. In addition to that, having grown up in the inner city and working with Hispanics during my volunteer work, unless they see someone who looks like them and has been through what they have, they are not going to be interested. I think it is absolutely critical and am glad to hear that the Academy is deliberately trying to change the demographics and improve them among the staff so that, as you go through that deliberate recruiting effort, you have people on staff who can actually take part in that mentoring or recruiting.” LTC (P) McDonald informed the Board that within Admissions there is an office which has five outreach minority officers who have returned from the Army after their first tour of duty, so they are generally senior First Lieutenants or junior Captains. They go out and do blitz campaigns in cities around the country and visit the high schools, churches and other areas where they can influence the influencers to spread the message that West Point is a great opportunity for the young men and women in their community. The message is even bigger than just a scholarship but what can that candidate do upon graduation from West Point, upon service to the military and what can that candidate bring back to the community at large. It is a continuing service and a message the Academy is trying to take to local communities and have them embrace as a long-term goal for their community. Ms. Contreras asked “is there an effort to look at the percentage of folks who fall out of the application process and maybe encourage them to go to the Prep School? I bring this up because in my community with academics, our children do not do well academically. They have a really hard time and with the extra year of help, they could rise up to that level of academic excellence to get into the Academy.” LTG Hagenbeck replied “absolutely, that is a philosophy which we share and we are aggressively going after it.” Honorable Watts commented that he believes the Prep School could be a tremendous asset in terms of this recruiting effort. LTG Hagenbeck stated that the Academy agrees and they will be expanding that effort. Mr. Rainey asked “how well is the Congressional Black Caucus doing with sending candidates, especially males, to West Point?” LTC (P) McDonald stated that the Academy is doing better with Congressional Black Caucus members; in fact, one of the Congressional Staff visits this year will be specifically directed toward members of the Congressional Black Caucus and Congressional Hispanic Caucus, to help illuminate their roles with bringing in minority candidates. In some years the Academy does well, in others it does not. Often times it is not the members themselves who are hindering it; there just are not the qualified candidates who are applying from those areas. Again, these briefings are a method for the Academy to get the information out to these areas.

Honorable Lessey informed the Chairman that this concludes the Superintendent's Update and brings us to the luncheon break. The Board recessed for a short luncheon.

**16. FEDERAL ADVISORY COMMITTEE ACT (FACA).** The Board reconvened after lunch when LTC Wurzbach began his briefing by informing the Board that, since the last meeting (October 2006), he and Ms. Kramer attended FACA training with the General Services Administration (GSA). Also during that time, LTC Wurzbach and Ms. Kramer had the opportunity to meet with Designated Federal Officers from other Federal Advisory Boards and talk about best practices. LTC Wurzbach stated that one of the things he wanted to bring back from the course was to discuss the applicability of the Federal Advisory Committee Act with the Board members and how the Board operates within that environment.

At the beginning of the meeting, LTC Wurzbach mentioned how the Board has its mission grounded within Title 10. Title 10, Section 4355 clearly states how the Board will be constructed and what the mission of the Board is. To summarize that down to one word would be "inquiry," which is the Board's mission as defined in Title 10.

The Board has been in existence in one form or another since 1815. In 1972, Congress approved the Federal Advisory Committee Act. Within FACA we find that it allows for previous legislation. The bottom line up front is, the Board has been performing its mission and has been able to do that inside of this environment called FACA.

Public Law 92-463, effective January 5, 1973, sometimes referred to as Title 5 Appendix, establishes the framework covering the creation, management, operation, and termination of all advisory committees reporting to the Executive Branch. Related to FACA is the "Government in the Sunshine Act." These two acts, both part of Title 5, advocate openness and transparency of the advisory board so that the public is aware of what is being deliberated and what advice is being given by the Board to the agency, which in this case is the Army and its subset; the Military Academy. In the Sunshine Act we find an advocacy of openness, allowing the public to attend the meetings, and under some circumstances, allowing the closing of a meeting.

The General Services Administration has the responsibility for "policing" this legislation. They have put out what they call the "Federal Advisory Committee Management Final Rule", which has been sent electronically to the members in the past. The Final Rule operationalizes the legislation. It provides instructions to the DFO in terms of how he or she is supposed to operate, the dos and don'ts, and best practices of how an advisory committee is supposed to perform under legislation.

FACA is one of the four pillars of openness within government statutes. Already discussed were FACA and the Government in the Sunshine Act. The other pillars are the Freedom of Information Act (FOIA) and the Administrative Procedure Act (APA).

FACA was designed to serve two purposes for the government. Congress took a look at this and said that it needs to ensure public accountability is maintained; we need to make sure the public is aware of what federal advisory committees are advocating. Congress wanted to avoid situations where there was some kind of “inside track”, where business might be interested in the decisions which were made by the agency and were able to somehow make decisions without it being an open process. The other thing which Congress looked at during that time was the fact that there were a number of advisory committees in existence. Congress wanted to make sure they were getting “a bang for their buck,” to ensure that the committees existed for a specific purpose. If there was only a certain amount of time for which a committee should have existed, that particular committee should terminate at the end of its useful existence. In the case of the Board of Visitors, the Board is not a discretionary committee, it is a committee which is grounded in statute, in legislation, and the legislation allows the Board to continue at the discretion of Congress indefinitely.

Some might ask “how was it that the Board of Visitors was determined to fall under FACA?” When FACA was first enacted in 1972, within the next year the President was, by legislation, required to make a report to Congress in terms of all of the existing federal advisory committees. In 1973 the service academies’ reports were part of the President’s report. Not only did Congress agree that service academy boards fall under FACA but the President acknowledged it as well in determining that the service academy reports would be a part of his report back to Congress.

The legislation details the standards which govern the establishment of a board. In this case, the USMA Board of Visitors already existed. It also talks about what the main role of the Board would be, not to decide but to inquire, advise, and give advice to the federal agency. Finally, FACA was not intended to be a public participation law, per se. In other words, it was not to be a forum in which members of the public could come and say “this is what I think you need to do at West Point.” Within FACA, it allows for public participation within certain limits. The law provides, for example, if the public wanted access to the Board, they could submit matters before the Board in writing. FACA best practice suggests that Boards consider whether or not people actually address the Board as a whole; whether they could show up at a meeting and say something to the Board. It is not a requirement; it is something which Advisory Boards allow. The BoV Rules suggest that if someone wanted to address the Board, they would need to submit it in writing to the Chairman and he or she would ask the Board to consider it. Therefore, our rules are within what FACA suggests. We meet the statute in terms of the requirement, but it is important to understand that other Boards may do things differently.

Next, LTC Wurzbach covered major requirements within FACA. He stated FACA was intended to set up a system by which the advisory committees would operate and establish uniform administrative guidelines. It is LTC Wurzbach’s responsibility as the DFO to ensure the Board remains in compliance with FACA. It is also the member’s responsibility to understand in general what the rules are. The Board also has a Committee Management Officer (CMO), Mr. Frank Wilson who, works for DoD. He ensures that the Board complies with FACA and he serves at a level above the DFO in determining that the Board remains under the statute and complies with the statute. One of the keys areas where the CMO assists

the Board is with the Charter. Under FACA, each advisory board must renew their Charter every two years. The USMA BoV Charter was renewed in October 2006, and Mr. Wilson was very helpful in determining the Board met all requirements which a Charter needs to meet under FACA. Mr. Strong asked if Mr. Wilson was a member of the military or a civilian. Mr. Wilson is a retired Colonel from the Air Force now employed as a civilian. Mr. Wilson's main focus is to remain engaged with FACA and GSA to ensure DoD as a whole is on track in terms of FACA legislation.

Under Title 10, the USMA Board of Visitors is comprised of 15 members (4 of which come from the Senate, 5 from the House of Representatives, and 6 presidential appointees). This is written verbatim in Title 10. Other advisory boards are completely different. Some fill their board membership based on certain skill sets needed to advise that particular federal agency.

Another thing which FACA requires is detailed minutes of meetings. Not only have we decided that the minutes are important, but that the Chairman will certify them. It has been the USMA BoV's practice that each member has a chance to review the minutes, provide any comments which they may have, and as a group approve the minutes. LTC Wurzbach added that again, the Board is within the best practice realm in terms of complying with FACA in keeping detailed minutes, which can be provided to the public, and have been provided when requested. The Annual Report, which is provided to the President, is not only a requirement of FACA but also a requirement of the statute in Title 10, and is a public document. The Report states on the cover that it is not to be released until it is acted upon by the President, but USMA typically releases the document to the Library of Congress at the same time it is released to the President. After the Board has approved the document then not only does it become a record of what the Board has done for the year, it becomes a public document which is searchable on the internet and other databases.

Under FACA it is required that committee meetings be announced in advance. This is done through the Federal Register. It is the government's requirement of us that we announce our meetings no later than 15 days prior to the date of the meeting. The rooms chosen for the meetings must be sufficient to accommodate the members, agency staff and a reasonable amount of members of the public. At times it is difficult, but it is something of which the BoV staff is conscious and they are constantly trying to make sure there is enough room for the public should they desire to attend a meeting. After talking with other DFOs, LTC Wurzbach found that some advisory boards meet by teleconference, videoconference or phone. This is not a route the USMA BoV has chosen to take. However, FACA would still apply if the Board wanted to take advantage of the technology and do so. Ms. Contreras asked "does FACA also apply to subcommittees?" LTC Wurzbach informed the Board that within the FACA Final Rule the GSA decided that subcommittees do not usually fall under FACA. A subcommittee would be considered similar to an administrative meeting as far as FACA is concerned. Ms. Contreras followed-up asking "does this mean that all of the rules you are going over do not apply to subcommittee?" LTC Wurzbach reminded the Board that the subcommittees are supposed to bring any information or advice they would have before the entire Board. If a subcommittee were trying to make a recommendation directly to the federal agency then it would fall afoul of FACA. That would be the exception. Mr. Strong

asked “could members conduct conference calls without those provisions and without the public having access to the information?” LTC Wurzbach stated that was correct.

Under current FACA Final Rule, DFOs do not have to be present at subcommittee meetings. However, LTC Wurzbach was recently informed by Mr. Wilson that GSA is looking to change the requirement in the future. Should this happen, LTC Wurzbach would come up with a system to handle the requirement. Mr. Rainey asked “does the Freedom of Information Act (FOIA) apply to subcommittees?” LTC Wurzbach stated that it does not.

LTC Wurzbach explained to the Board how the Charter falls under FACA. Again, it has been discussed how the Board’s mission comes from Title 10, and how the Board has to operate under FACA. The other document which the Board has to have is a charter. Reviewing the BoV Charter, it takes some of the essence from Title 10 and some from FACA, bringing them both together to explain the Board’s construction and its mission. The importance of the Charter under FACA has been fulfilled. The Agency (DoD), through GSA is the one who approves the Charter; this is why the Board did not have to deliberate on the document. Also within the Charter are some items which are considered BoV rules, which is where the Board could make an influence on the Charter. If the Board were to change the rules substantially, then it would need to be reflected within the Charter.

One of the key things stated within the Charter is that the Board has the permission and the authority to establish subcommittees, as necessary and consistent with its mission. Title 10 is silent on subcommittees. Within FACA and our current Charter, the Board can continue to operate the three standing subcommittees or could expand the number of subcommittees. It would only require a change in the rules to add or remove subcommittees.

A recent review of the BoV Rules against FACA requirements resulted in two issue areas. One BoV Rules issue which was addressed earlier in the meeting was that of the Executive Committee. LTC Wurzbach stated that, when he returns to the Academy after this meeting, he will begin to draft new language for the Rules which the Board will be able to consider in one form or another. At a minimum, LTC Wurzbach will need to remove the mention of an Executive Committee because the Board voted earlier in the meeting to abolish it. One of the shortcomings of the Rules as they exist now is the area of subcommittees. At present, it documents the three standing subcommittees, but it does not list a task and a purpose for them. Ms. Contreras recommended that the activities which fall under each subcommittee be listed, but also, what pervue is covered under the particular subcommittee. LTC Wurzbach stated that he believes that is a critical and important point and echoes what some of the other members have said.

This concluded LTC Wurzbach’s briefing on FACA.

**17. REMAINING BOARD BUSINESS.** Congressman McHugh asked LTC Wurzbach if the proposal had been made in his absence to include the new six subcommittee structure and draft language for the Board’s consideration at the next meeting. LTC Wurzbach informed the Chairman that it had not been discussed yet.



Mr. Rainey went over what the presidential appointees had discussed on how they would like to see the subcommittee structure develop. Currently, under Section 1.05.1 of the BoV Rules, the Board has an Academic, Military and Physical, and a Quality of Life Subcommittee. Each subcommittee's membership is comprised of two presidential appointees, two members of Congress and the Chairman and Vice Chairman of the Board serve as ex-officio members. The proposal is to take the three standing subcommittees and reconfigure them within a total of six subcommittees. The first four subcommittees would specifically track the statute under which the Board is required to inquire into certain areas of life at West Point. To that end, there would be a Curriculum, an Instruction, and Academic Subcommittee and he proposed Honorable Lessey could serve as the Chairman. Next, there would be a Morale and Discipline subcommittee (another way of saying Quality of Life), and proposed Ms. Contreras could be the Chairperson. A Physical Equipment Subcommittee (plant, property and equipment of facilities) and proposed Mr. Rainey could be the Chairman. A Fiscal Affairs subcommittee would be chaired by Mr. Strong. Because of the fact that Physical and Military stand separately in the mission of West Point along with Academic, the presidential appointees propose to break them out separate from Curriculum, Instruction, and Academic, keeping them as a separate subcommittee under Dr. Younger as the Chairman. Finally, there would be a Legal Affairs/Governance subcommittee which would deal with the rewriting of the Rules and various legal issues which would come up, proposing Mr. Rainey would be the Chairman. Mr. Rainey stated that he understands better than before that the subcommittees are not subject to FOIA, and that under FACA the subcommittees can meet one way or another and that teleconferences are possible as well. He added that he believes that, if the new subcommittee structure is adopted and takes advantage of the various ways of communication, adding two members of Congress to each subcommittees, this would allow the members to present to the Board as a whole properly thought out and prepared reports on the various areas in which they are required to make inquiry under the statute.

Mr. Strong explained to the members of Congress that the main initiative behind this proposal is to streamline all of the work the Board does and directly tie it to the statute. He added that, if the subcommittees are structured this way, he believes it will make the information flow more efficiently and productively for everyone. Ms. Contreras added that in the past the subcommittee meetings have been very short and it is difficult to delve into the various aspects. By not only changing the structure, but how the subcommittee meetings are conducted, as subcommittee members, they would have the flexibility to meet prior to the main meeting, directly with the Superintendent's designated representatives, without having to squeeze the meetings in.

Congressman Marshall commented that the proposal is for six different subcommittees and there are six presidential appointees. He asked for clarification that each presidential appointee would chair one subcommittee, with the exception of Mr. Rainey, who would chair two. Mr. Rainey stated that was correct. Congressman Marshall asked if there is stability among the presidential appointees as Presidents change over. LTC Wurzbach stated that of the six presidential members, the appointments are staggered so that two terms expire each year. This allows for continuity when there is a leadership change.

Senator Reed stated that he does not believe the proposal for six subcommittees is a good idea. He added that one of the values of this Board has been the ability to operate as a collegial group. “The effect of this proposed change, is you are taking the presidential appointees and I suspect without a lot of constant input from Congressional members, and designated them to be the Chief “cook and bottle washer” when it comes to academics, etc.” The danger he believes is that the Board would have a shadow General Counsel, Chief Financial Officer, etc., not operating with the Board totally, but individually. The virtue of this Board has been that it comes together and decides collectively what issues are important to pursue. The subcommittees provide some further depth, but they were made to be more general so that a lot of different elements could be captured. Senator Reed added that he believes this would be a tremendous change, and again, what will evolve is that presidential appointees will have specific functions which they will perform on the Board and that goes against the nature of this Board. Senator Reed stressed that he is very concerned with the divvying up of areas. The virtue of this Board is to pull their strengths together collectively, and if an issue arises (which they have in the past), they be dealt with collectively. He added that the administration at West Point would have to have a representative assigned to each subcommittee to staff every inquiry. Mr. Strong stated that it is not his intention, because he has a full-time job, to become the shadow CFO. He added that what gave the presidential members concern was that, in order to underscore that the Board has conducted inquiry, it could not be demonstrated the way we do things now. He added that there are times where the Board does not see reports until they are at the main meeting, and believes this proposal would be a step in the right direction. Senator Reed stated that he does not believe there is currently anything which precludes a member from making inquiry regardless of whether or not they are on a subcommittee. In addition, Senator Reed believes lines of inquiry should be decided upon by the Board as a whole. It is also of significant merit to say that any consideration should be made by the entire Board, not a portion thereof.

Congressman McHugh stated that this is a serious initiative which has been well thought out. He added that he and Mr. Rainey had a chance to discuss the proposal and the structure makes some sense. However, the critical questions are those which Senator Reed has brought up. Congressman McHugh said the Board should have some time to think about the proposal and discuss it further at the next Board meeting. Ms. Contreras asked that the Board continue to think about the notion that the subcommittees have some purpose, have a specific reason for meeting other than to be briefed, and so become worth a member’s time to attend. She added, if the entire Board votes that six subcommittees will not exist, then we should keep three. Whatever is done, Ms. Contreras thinks that there is a significant amount of interest in looking at the way the subcommittees look into the mission areas and that it is a meaningful process.

Honorable Lessey commented that, in this modern world, he does not know of any substantive charity, non-profit or corporate board that does not have a bunch of committees. He added that he thinks one of the reasons he started to think about this was when the subject of accreditation came up. It is fairly complicated and someone from what would be the Academic Subcommittee should be following the process for the Board. The subcommittees are not apart from the Board, they are members, who would be in effect doing the staff work for the Board as a whole. Honorable Lessey does not believe the subcommittees are being

used the way they were originally envisioned. For those, the vision was to do what Mr. Rainey is proposing. Honorable Lessey stated that he would support Mr. Rainey's proposal.

Dr. Younger added "that as a presidential appointee, I have no desire necessarily to be the Chair of a subcommittee. I think if any Congressional member expresses a desire to be a Chair, should we adopt the proposal, it is just a matter of moving forward and I agree with everything which has been said." He added that, even with the limited time they have had for subcommittees, there has been a wonderful job done by providing reports to the members.

Congressman McHugh stated that there would be two proposals, (1) Chairs for the subcommittees and (2) what subcommittees would be established should the proposal be approved by the Board. Mr. Rainey stated that he agreed with the Chairman that consideration for this proposal be deferred for consideration at the next meeting.

Mr. Strong stated that the presidential members could work up a draft proposal with LTC Wurzbach and have it presented to the Chairman at the next meeting. Mr. Rainey added that the proposal could be submitted in the form of a motion to vote upon.

Congressman McHugh had to depart the meeting for a vote and turned the meeting over to Honorable Lessey.

LTC Wurzbach discussed the proposed Inquiry Plan, and thanked Mr. Strong for the basic ideas for constructing the plan. This plan takes the Title 10 mission areas of the Board and aligns them with a subcommittee where appropriate. It also shows when the Board mission areas could be looked at in regards to the Board's annual schedule and what documents could be provided by the Academy. LTC Wurzbach stated that he would leave it to the Board to discuss moving forward with the plan or modifying it for a later vote. Mr. Strong added that part of this plan was tied back to the statute, that every year a certain meeting could be tied to, in addition to the normal updates, a focus area, for example, Fiscal Affairs. The thought was also that the Board members would not be asking the Academy staff to produce anything new, but hoped that there were existing documents which could be formatted to address the issues. Ms. Contreras stated that one of things she noticed out of the five subcommittee meetings she has attended, there had been only one Congressional member in attendance at the meetings. She added that she thinks one thing which needs to be made clear is that ,if the subcommittee meetings are going to become more substantive, there really needs to be Congressional representation.

LTG Hagenbeck informed the Board that he has no position on the number of subcommittees the Board wants to have and that his ultimate concern is procedural. He asked that the Board consider the procedures by which lines of inquiry would be made from the particular subcommittees because of the limited administrative support and logistics of having the responsiveness which the Board expects from West Point, so that the Academy can be efficient in responding to inquiries. Mr. Rainey stated that the members would cover that in the proposal because responsiveness is key and the Board has to have responses from Faculty and Staff which is not only timely, but not overburdening.

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Honorable Lessey complimented the work done on the Board Inquiry Plan. He stated that he thinks it should be more a sense of the meeting instead of being locked into only being able to discuss a certain topic at a specific meeting. Mr. Strong suggested that the “road map” of which committee would be designated to talk about, for example, Fiscal Affairs, would fall out of what would be concluded as the subcommittee structure. Once the structure is agreed to, the Board could revisit the plan. In addition, Mr. Strong suggested that the Board defer any comment on this subject until it is decided what will be done in respect to the subcommittee structure.

Honorable Lessey asked LTC Wurzbach to discuss the proposed dates for the Spring, Summer and Fall BoV meetings. LTC Wurzbach stated that he could review them with the Board, but no decision could be made at this time because of Members of Congress being absent for votes.

LTC Wurzbach reminded the Board that they had already voted on April 25, 2007 as the date for the Spring meeting. The Spring meeting will be held in Washington D.C. The Board was to consider dates for the Summer meeting, which is held at West Point and is typically aligned with a visit to Cadet Summer Training. The Fall meeting, again held at West Point, is traditionally in conjunction with an Army home football game. LTC Wurzbach received preferences back from members, and provided those results to the Board. These results are preliminary in nature and can only suggest dates which are good times or dates which are to be avoided. At this preliminary juncture, the best opportunity for the Summer Meeting, based on the poll is July 27<sup>th</sup> and 28<sup>th</sup>. The best opportunity for the Fall Meeting, based on the poll is November 16<sup>th</sup> and 17<sup>th</sup>. This choice was particularly favored by the members of Congress because they felt they would be out of session at that time and would not be pulled out for votes. Ms. Contreras stated that the more the Board can firm up the dates ahead of time, the better it will be for presidential members to make commitments to attend. LTC Wurzbach reminded members that, at the Fall meeting, in defense of the members of Congress, they did not know what their schedules would be at the time.

Because of the fact that there was not a quorum at this portion of the meeting, it was decided after some discussion, that LTC Wurzbach would re-poll all of the members for a vote on the Summer and Fall meeting dates. LTC Wurzbach added that he would only re-poll the favorable dates. This process will be conducted via e-mail. The results of the poll will determine the dates for the remainder of 2007.

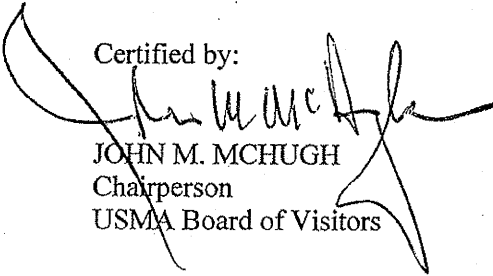
LTC Wurzbach informed Honorable Lessey that this concluded scheduled Board business for this meeting. Honorable Lessey asked if anyone had any suggestions on any item of business they might wish to be considered at the next meeting. Ms. Contreras said she would like to see recruitment statistics on women and minorities.

Honorable Lessey recommended the Board take a short break until the return of the Congressional members. LTC Wurzbach informed Honorable Lessey that the quorum is a BoV rule and that he would not be violating FACA if the Board decided to adjourn. The Board took a 10 minute recess.

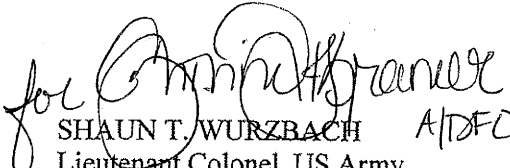
Members of Congress returned during the recess. Upon re-convening the meeting, Congressman McHugh formalized the prior discussion regarding meeting dates with respect to the procedure for determining the dates for the Summer and Fall meetings. It was proposed that members submit their preferences by e-mail for the dates to be considered: for the Summer Meeting July 13<sup>th</sup> and 14<sup>th</sup>, and July 27<sup>th</sup> and 28<sup>th</sup>; for the Fall Meeting: September 7<sup>th</sup> and 8<sup>th</sup>, and November 16<sup>th</sup> and 17<sup>th</sup>. Congressman McHugh stated that there is a quorum present and asked if there was a motion to vote by e-mail. Ms. Contreras so moved, her motion was seconded by Mr. Rainey, and the motion was passed unanimously.

**18. ADJOURNMENT.** Congressman McHugh thanked everyone for taking time out of their busy schedules to attend the meeting. Upon motion duly made, seconded, and approved, the 2007 Organizational Meeting of the United States Military Academy Board of Visitors was adjourned.

Certified by:



JOHN M. MCHUGH  
Chairperson  
USMA Board of Visitors



SHAUN T. WURZBACH A/DFO  
Lieutenant Colonel, US Army  
Designated Federal Officer

UNITED STATES MILITARY ACADEMY BOARD OF VISITORS  
*Organizational Meeting*  
31 January 2007 (0730-1500)  
Room 236, Senate Russell Office Building  
Washington, DC

**Uniform: Military – Class A; Civilians: Coat & Tie**

**AGENDA**

- 0730-0800 Ethics Training for Presidential Members (SJA)
- 0800-0830 Welcome Reception (continental breakfast)
- 0830-0845 Call to Order/Administrative Remarks/Roll Call (Senator Reed, LTC Wurzbach)
- 0845-0930 Board Elections - Chairman and Vice Chairman
- 0930-0940 Remarks by the Secretary of the Army
- 0940-1210 USMA Updates  
- USMAPS BRAC Decision  
- Accreditation  
- DMDC Survey release  
- Resources  
- A-76 Study (DPW)  
- Residential Communities Initiative (RCI)  
- Results of Tiger Teams
- 1210-1240 Lunch and refresh
- 1240-1325 Board Business:  
Federal Advisory Committee (FACA) Training  
Discussion of Executive Secretary Proposal to discontinue Executive Committee  
and revise BoV Rules
- 1325-1450 Board Business:  
Board Inquiry Plan  
Discussion of existing and future Board subcommittees  
Selection of Spring, Summer and Fall 2007 meeting dates and remaining  
business
- 1450-1500 Remaining Board Business/Adjournment

# **USMA Board of Visitors**

**31 January 2007**



# Call to order / roll call

# Agenda

- Board Business
- Remarks by Secretary of the Army's Representative
- USMA Update
- Remaining Board Business / Adjourn

# Board Business

# Remarks by the Secretary of the Army

# USMA Update

# Superintendent's Update

- Prep School BRAC Update
- Accreditation
- DMDC Sexual Relations Survey
- Resources
- Tiger Team Recommendations

# BRAC Update

# BRAC Update

Army General Counsel: “BRAC recommendation is clear and unambiguous and the Army has no discretion to interpret the meaning of the recommendation differently.”





# BRAC Construction Audit Update

- AAA Objective: Were construction requirements valid and adequately supported?
- Conclusion: **Adequate facilities currently exist - no need for new construction**
- Report expected in January



# Accreditation Review

A Brief to the USMA Board of Visitors

# Types of Accreditation Reviews

- Institutional Accreditation: Middle States Commission of Higher Education (MSCHE)
- Program Accreditation: Accreditation Board for Engineering and Technology (ABET)

# Middle States Commission on Higher Education (MSCHE)

- Accreditation requires compliance with 14 standards
- USMA was reaccredited in 1999; the next MSCHE accreditation visit will occur in 2009
- The most recent Periodic Review Report was filed with MSCHE in June 2005

# MSCHE Accreditation Standards

- 1 Mission/Goals**
- 2 Planning and Resource Allocation**
- 3 Institutional Resources**
- 4 Governance**
- 5 Administration**
- 6 Integrity**
- 7 Institutional Assessment**
- 8 Student Admissions & Retention**
- 9 Student Support Services**
- 10 Faculty**
- 11 Educational Offerings**
- 12 General Education**
- 13 Related Educational Activities**
- 14 Assessment of Student Learning**

# USMA Challenges

(Acknowledged in 2005 PRR)

- Resource Management
  - Consistent and predictable appropriations from DA
- Strategic Planning
  - Align strategic planning with resource management
  - Strategic planning document
- Institutional Assessment
  - Assessment plan and process at institutional level

# ABET Background

- Goal is quality assurance in applied science, computing, engineering, and technology education
- ABET accredits programs, not institutions
- Four Types of ABET Commissions
  - Engineering Accreditation Commission (EAC)
  - Computing Accreditation Commission (CAC)
  - Applied Science Accreditation Commission (ASAC)
  - Technology Accreditation Commission (TAC)

# Accreditation Board for Engineering and Technology (ABET)

- Last ABET accreditation of USMA Programs: 2002
- ABET “Record Year” for next accreditation visit:  
2007-2008
- Next ABET visit: Fall, 2008



# USMA Programs Pursuing ABET Accreditation in 2008

Currently <u>Accredited Programs</u>	New Programs <u>Seeking Accreditation</u>
---	--

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Civil Engineering (C&amp;ME)</li><li>• Computer Science (EE&amp;CS)</li><li>• Electrical Engineering (EE&amp;CS)</li><li>• Engineering Management (SE)</li><li>• Environmental Engineering (G&amp;EnE)</li><li>• Mechanical Engineering (C&amp;ME)</li><li>• Systems Engineering (SE)</li></ul> | <ul style="list-style-type: none"><li>• Chemical Engineering (C&amp;LS)</li><li>• Nuclear Engineering (Phys)</li><li>• Information Technology (EE&amp;CS)</li></ul> |
|---|---|

# Results from 2002 ABET Visit

- Engineering Accreditation Commission (EAC)
  - USMA Programs Accredited: CE, EE, EM, EV, ME, SE
  - No concerns noted
- Computing Accreditation Commission (CAC)
  - USMA Program Accredited: CS
  - ABET Concern: insufficient number of support personnel
  - USMA Challenges: personnel hires

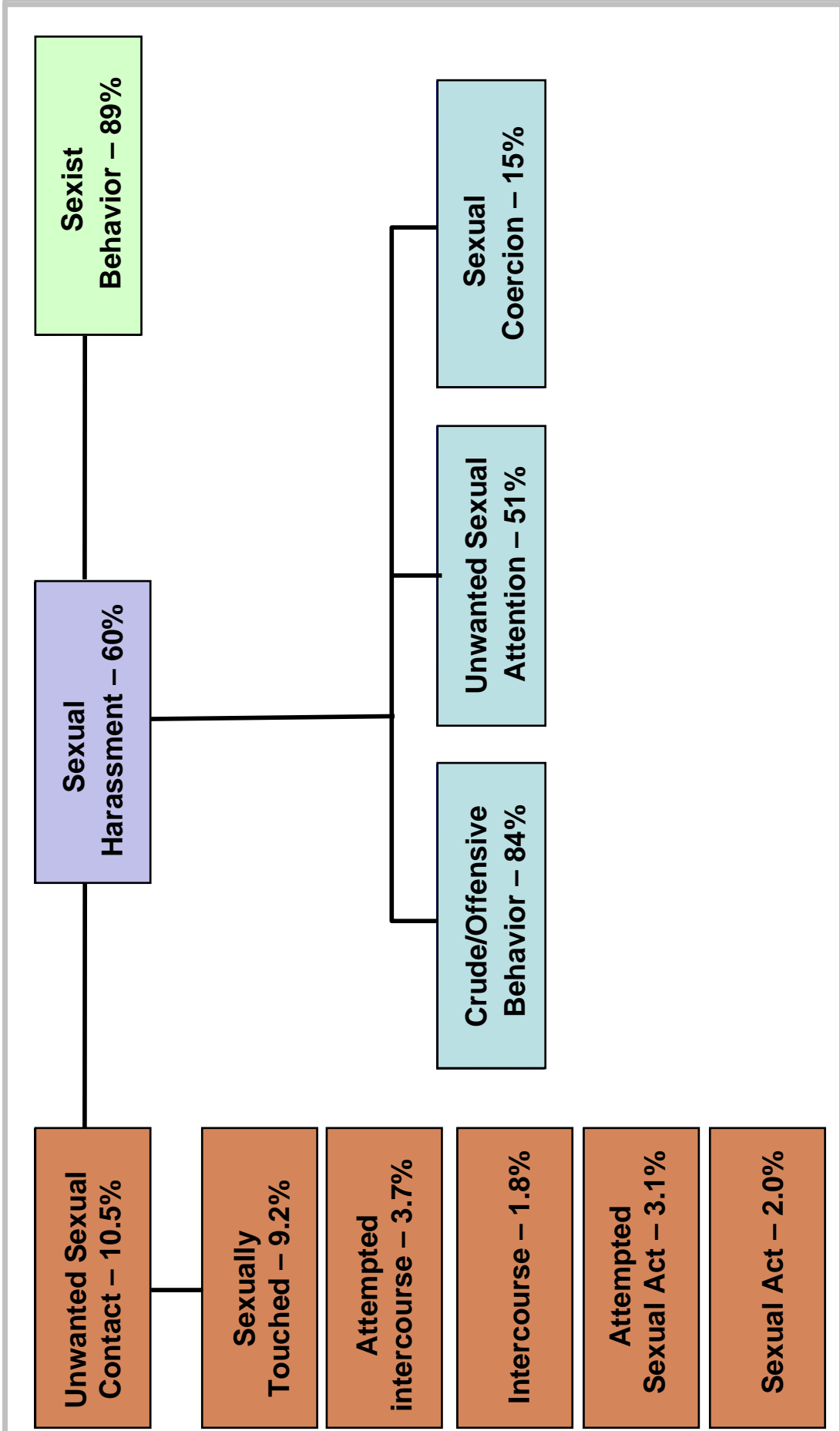
# **USMA Board of Visitors Gender Relations Survey 2006 Report**

# Current USMA Sexual Assault Prevention and Response Program

- Victim Centric
- Leader focused
- Monthly SARB's
- SARP Team
- Aggressive Training Program
- Academic Curriculum
- Continued research on 'culture'
- DoD TF recommendations

# 2006 DMDC Gender Relations Survey

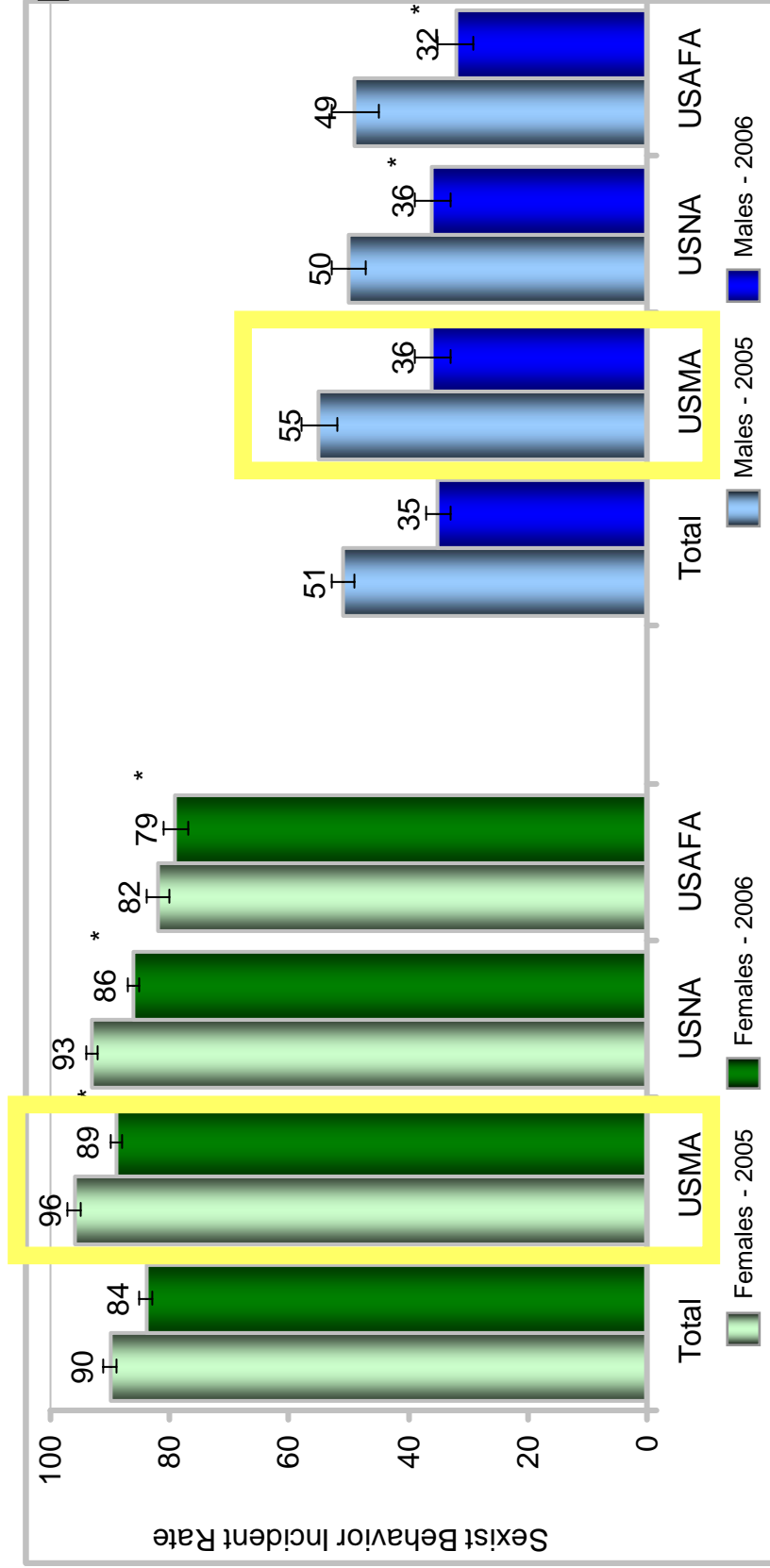
## Measures/Results for Women



# Gender Relations Survey

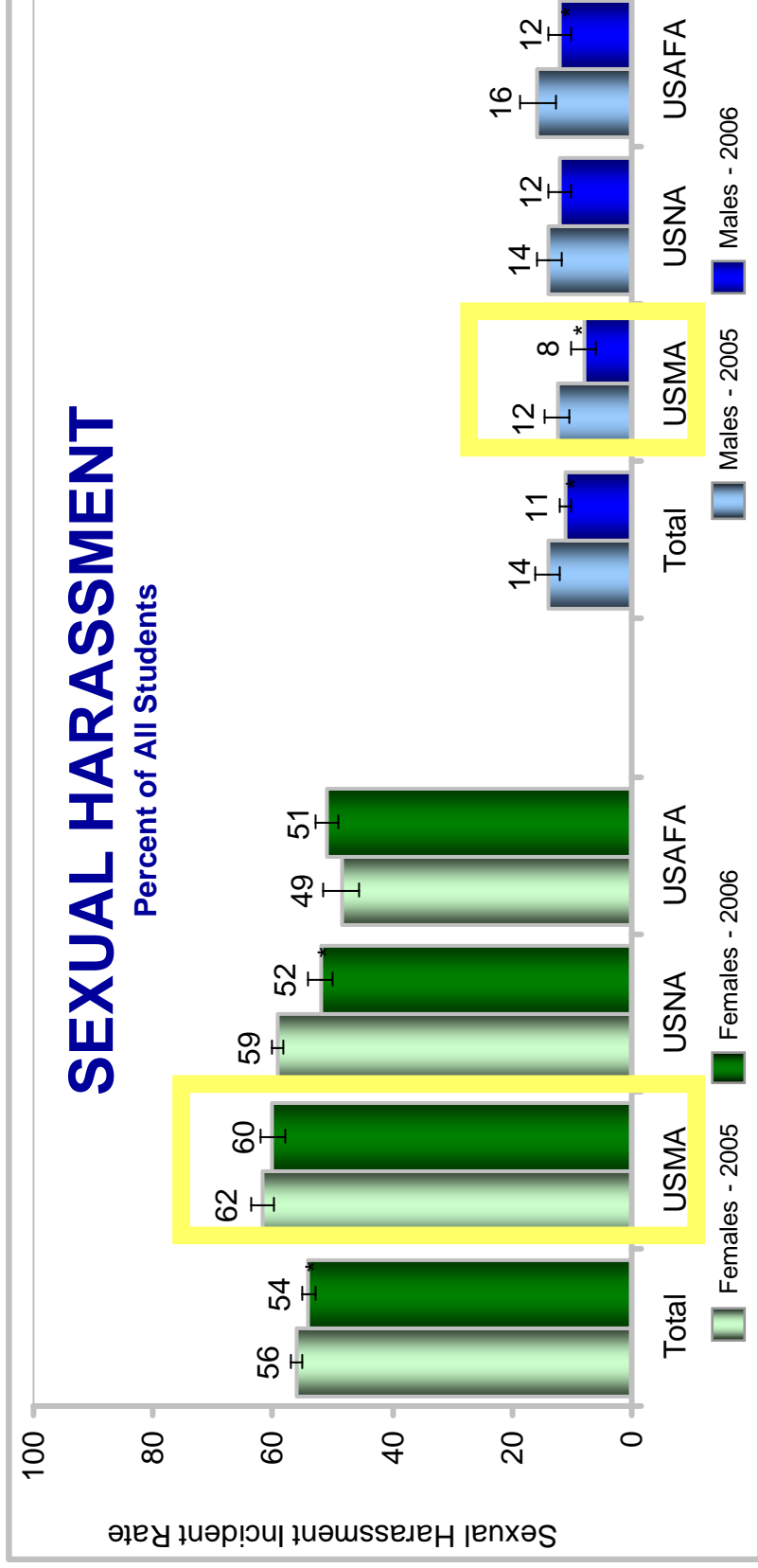
## SEXIST BEHAVIOR

Percent of All Students



**Sexist Behavior:** Behaviors that convey insulting, offensive, and condescending attitudes based on gender.

# Gender Relations Survey



**Crude/Offensive Behavior:** Sexual Behaviors that were offensive or embarrassing.

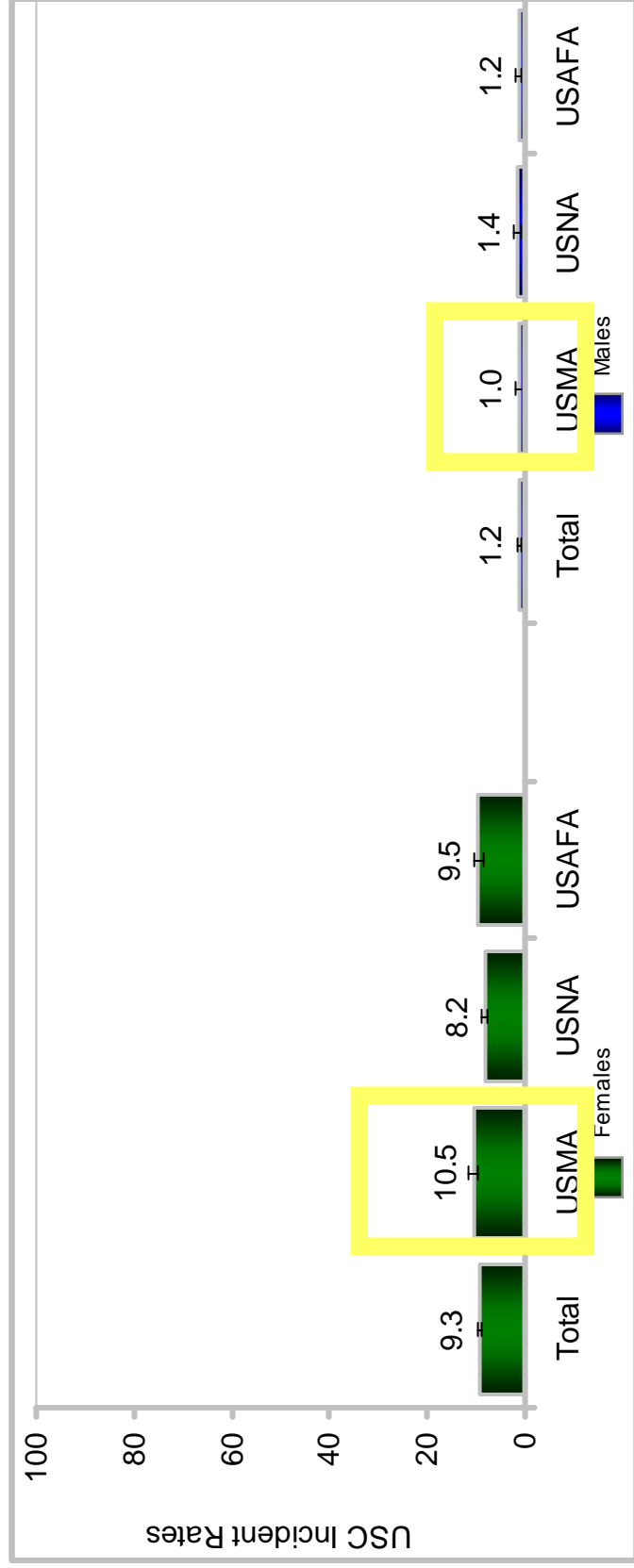
**Unwanted sexual attention:** Unwanted attempts to establish a sexual relationship.

**Sexual coercion:** Special treatment conditioned on sexual cooperation.

# Gender Relations Survey

## UNWANTED SEXUAL CONTACT

Percent of All Students

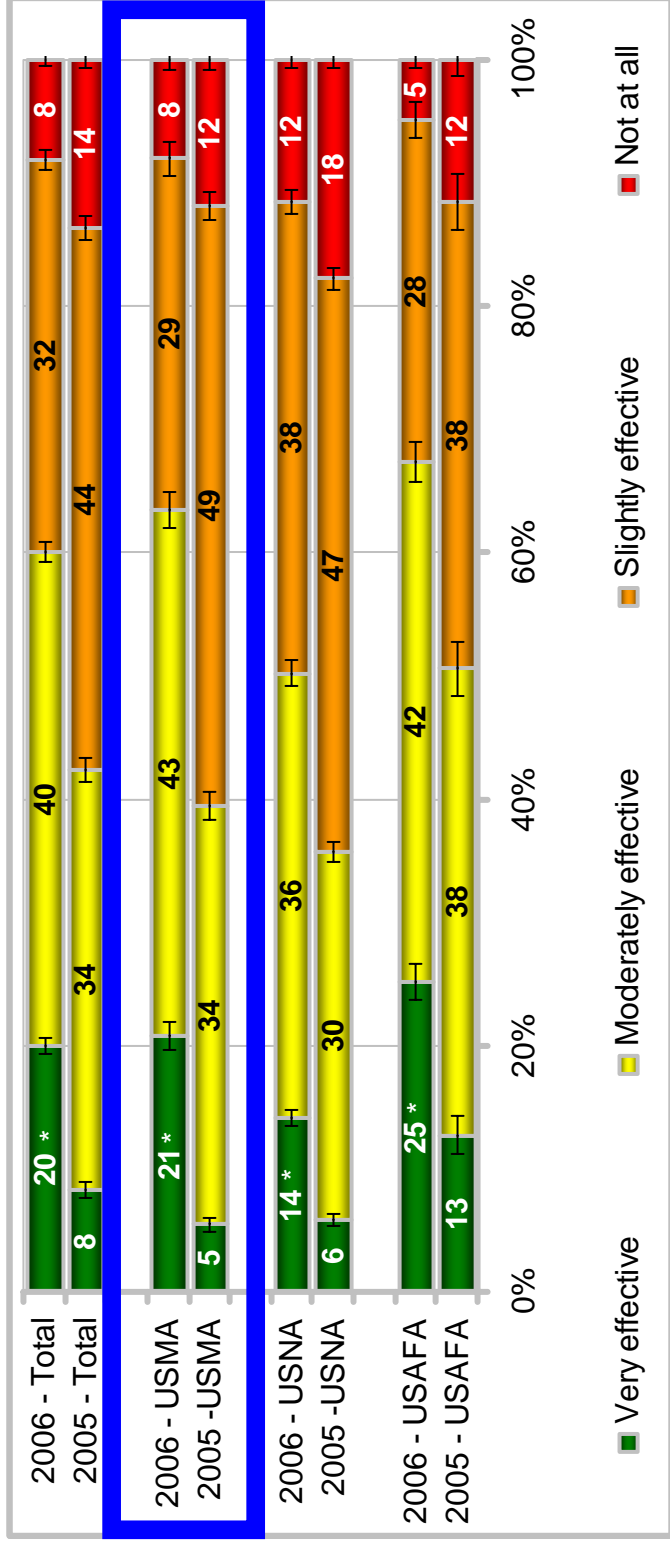


**Unwanted Sexual contact:** A new measure, that incorporates recent UCMJ sexual assault changes, that range from unwanted touching to forced sexual acts.



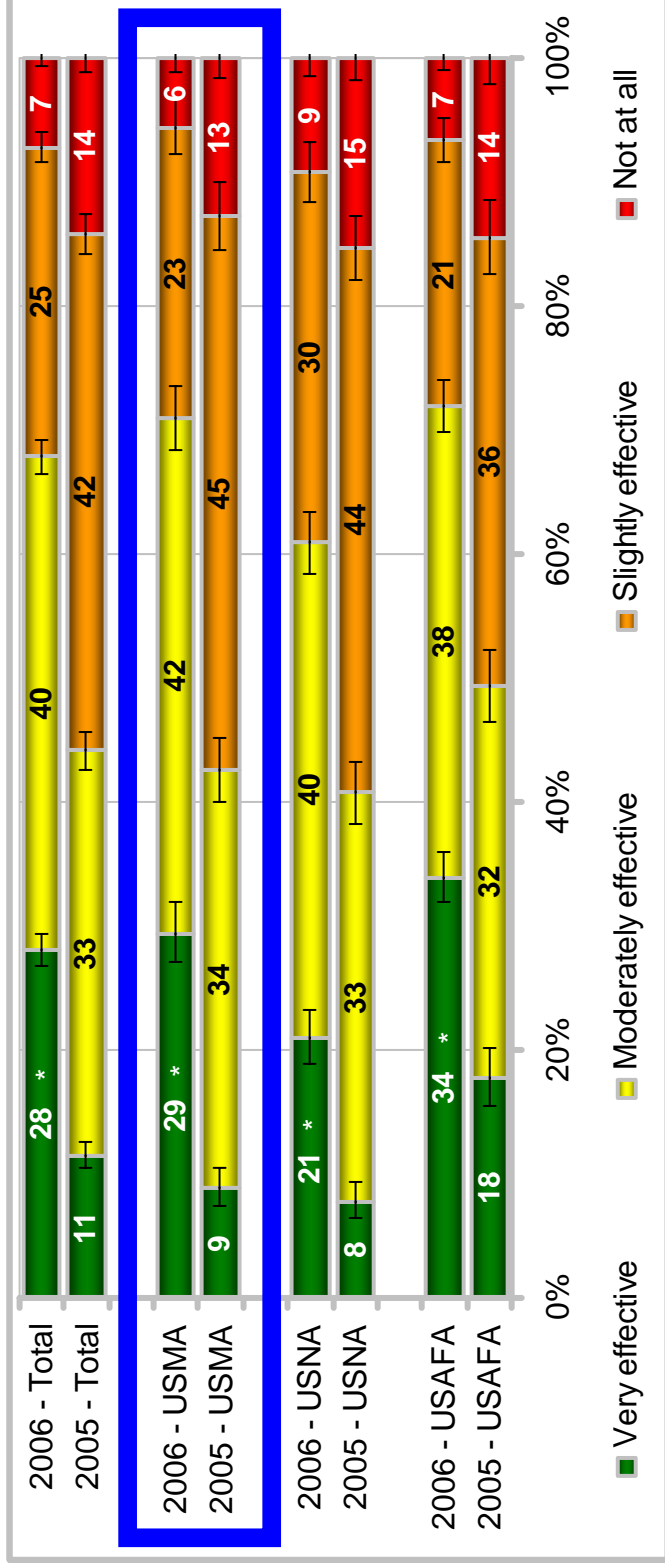
# Gender Relations Survey Training Effectiveness-Women

**How effective was Sexual Assault training in actually reducing/preventing SA behaviors?**



# Gender Relations Survey Training Effectiveness-Men

How effective was SA training in actually reducing/preventing SA behaviors?



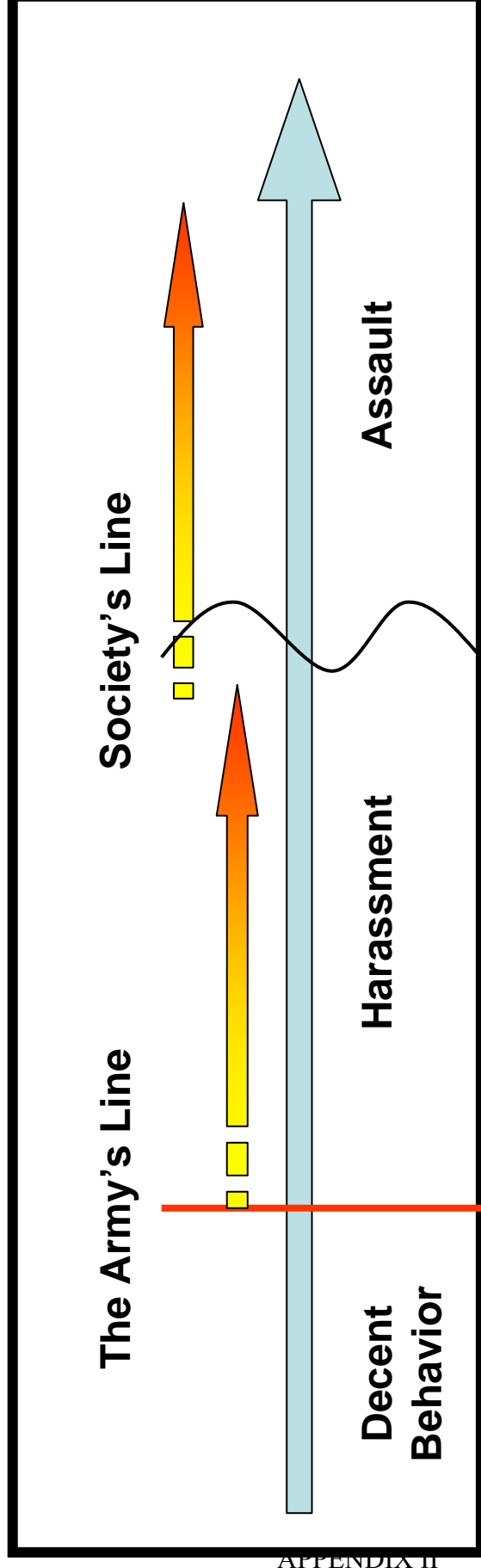
# Strategic Communications Plan

- Minimize SA Stories
- Answer local media queries
- Pointer View
- Emphasis on progress
- “None” is the only acceptable level

Our charter: refuse to accept behavior that decreases the value of a fellow teammate

# USMA Take-Aways

- Must continue to improve culture/climate
- Education having clear impact on culture
- Peer accountability vs. peer loyalty
- Bottoms-up education review



# Resources

# ***Army OMA support for Fiscal Year 2007***

- **Mission funding \$129.2M**
  - \$12.6M Library FFE
  - \$6.3M Cultural Immersion and Language program
  - no growth from FY06 level of \$110.3M
- **Garrison funding \$158M**
  - Below FY06 levels
  - Consistent with MOA

# ***Army OMA support in FY08 & beyond***

- MOA of Sep 2006 as demonstration of Army support
- Setting aside the previously validated Competitive Sustainment Level
- Challenges:
  - Increases to the Size of the Corps
  - BRAC reductions
  - Cultural Immersion and Language Program with adjusted funding profile
  - Absorbing the Civilian & Contractor Reductions

# Public Works Commercial Activity Study (A76)

- Announced 27 September 06
- 18 month study affecting 531 civilian employees
- Initial performance decision 26 March 2008
- Implementation date January 2009 –service provider assumes operation





# Residential Community Initiative (RCI)

- Privatizes family housing
- Personnel no longer required to live on West Point
- Requirement = 628 units; currently 964
- March 2007 – Partner announcement  
June 2008 – Assumption of operations



# Academy Planning

# **Tiger Team Recommendations**

## **Strategic Planning and Assessment**

- New Strategic Planning Process
- Enhanced organization for Planning and Assessment
- Offsite to develop Vision - Done

# **Tiger Team Recommendations**

## **Institutionalization of Leader Development**

- Cadet Leader Development System
  - Revise doctrine
  - Formal education program for Regimental Tactical Officers and Tactical NCOs
  - Cadet Company Advisor Teams
  - Scrambling
- Application of Standards
  - Revise Cadet Policies
  - Cadet chain of command enforcing discipline
  - Formal inspection program

# Tiger Team Recommendations

## Cadet Development

- Military
  - Consolidation of Military Science
  - Interdisciplinary capstone course
- Physical
  - Company Athletic Seasons
  - “Every Cadet an Athlete”
  - Sequencing of DPE Core Courses
- Moral Ethical
  - Movement of the Simon Center
  - Character Boards
  - Differing levels of honor boards
  - Endowment for Professor of Character Development

# **Additional Issues of Interest**

# Upcoming Events

<b>8 Feb</b>	<b>Henry O. Flipper Dinner</b>
<b>9-11 Feb</b>	<b>RMC Weekend</b>
<b>22 Feb</b>	<b>Post Selection Night</b>
<b>23-25 Feb</b>	<b>100<sup>th</sup> Night Weekend</b>
<b>8 Mar</b>	<b>Founders Day Dinner for Corps</b>
<b>9-18 Mar</b>	<b>Spring Leave</b>
<b>25-28 Mar</b>	<b>Congressional Visit</b>
<b>8-13 Apr</b>	<b>MALO Conference</b>
<b>18-20 Apr</b>	<b>Law and Terrorism Conference</b>
<b>21 Apr</b>	<b>Fundamentals of Engineering Exam (FEE)</b>

# 1LT Derek Hines, USMA '03



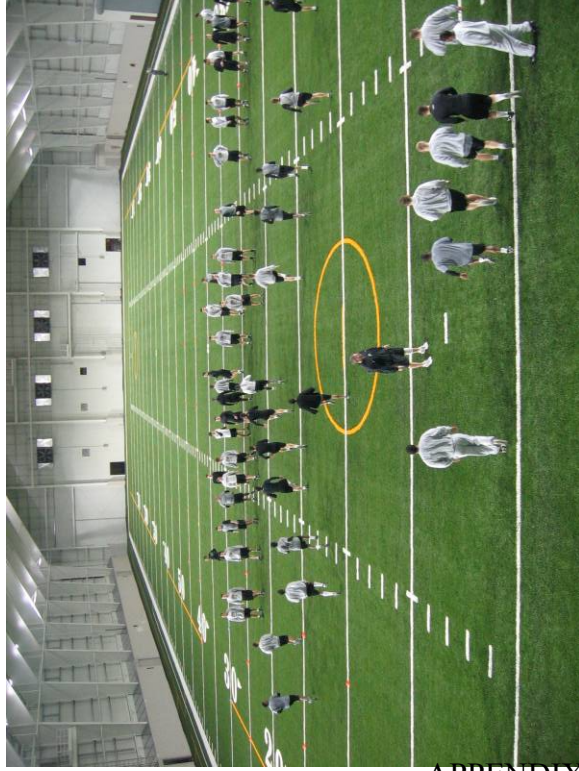
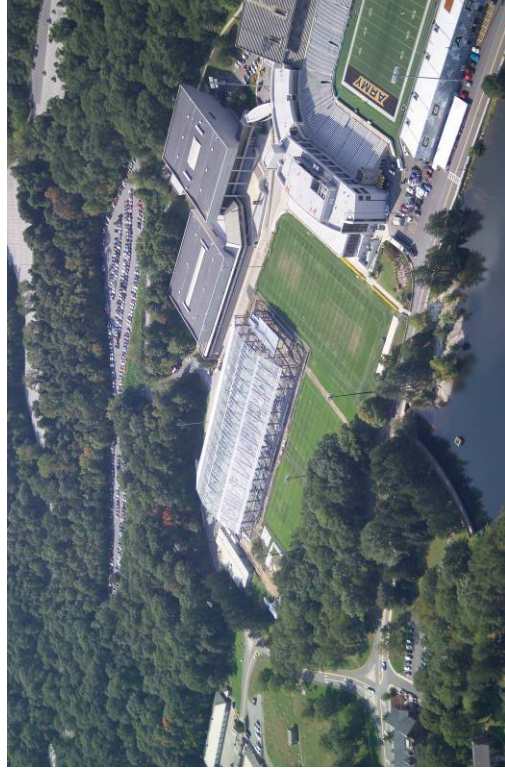
Award of Valor accepted by Mr. Steve Hines (Derek's father) and Army athletic director Kevin Anderson.

- **NCAA Award of Valor awarded to 1LT Derek Hines at NCAA Conference in January.**
- **Hockey Commissioners' Association announced the establishment of the Derek Hines Unsung Hero Award.**



# 2007 Army Football

Sept. 1	Akron at Cleveland
Sept. 8	RHODE ISLAND
Sept. 15	@ Wake Forest
Sept. 22	@ Boston College
Sept. 29	TEMPLE (Hall of Fame)
Oct. 6	TULANE (Homecoming)
Oct. 13	C. MICHIGAN
Oct. 20	@ Georgia Tech
Oct. 27	*Open*
Nov. 3	@ Air Force
Nov. 10	RUTGERS
Nov. 17	TULSA
Nov. 24	*Open*
Dec. 1	Navy in Baltimore



First Practice, 7 Jan 07. Work finishes 14 Feb.

# **Remaining Board Business / Adjourn**

## INFORMATION PAPER

IMNE-MIL-PWF-P

23 January 2007

SUBJECT: USMA Major Capital Projects

1. Purpose. Provide information on the Major Capital Projects for the BOV, 31 January 2007.

2. Facts.

a. Jefferson Hall (USMA Library) is a Military Construction, Army (MCA) funded, 149,000 square foot cast-in-place six story concrete structure. The library will become the Center for Enhanced Performance and Teaching Excellence for USMA. Jefferson Hall will have ten group study rooms, facilities for large seminars, wireless internet through the building and high rated floor loading (350 lbs./ft.) to accommodate compact shelving.

(1) Project was awarded on 20 May 2005, with a contract completion date of 16 October 2007. The beneficial occupancy date is scheduled for 16 March 2008, with the grand opening on 30 August 2008.

(2) The contract was awarded for \$55,374,408 with an additional \$3,345,000 being a gift from the Associates of Graduates.

(3) Construction was advertised and awarded using Lowest Price Technically Acceptable (LPTA) method through the US Army Corps of Engineers, New York District.

(4) Construction is being managed by the Corps of Engineers, New York District. The construction is progressing without any major schedule slippages or penalties. Change orders have been minor and limited to \$59,000 to date.

(5) In the event of delays in construction completion, liquidated damages of \$550 per day will be issued to the contractor.

b. Repairs to nine Cadet Barracks to correct a variety of deficiencies including water infiltration from both roof and walls, mold and mildew remediation, bathroom upgrades, bathroom and general ventilation upgrades and repairs and various paint and finish work.

(1) The barracks included in the repairs are Pershing, Eisenhower, MacArthur Long and Short, Scott, Lee, Sherman, Bradley and Grant Hall.

(2) Funding includes both Sustainment, Restoration and Moderation (SRM) (\$5,900,000) and Training Barracks Improvement Program (TBIP) (\$13,024,100) for a total funding amount of \$18,925,000.

(3) Project Costs.

(a) Pershing Barracks: FY05 \$3,267,333 and FY06 \$628,000. An additional \$180,000 was applied to interior to correct other items during the construction.

IMNE-MIL-PWF-P

SUBJECT: USMA Major Capital Projects

- (b) Eisenhower Barracks: FY05 \$2,648,895 and FY06 \$3,131,714.
  - (c) MacArthur Long Barracks: FY06 \$3,797,117.
  - (d) MacArthur Short Barracks: FY06 \$2,957,609.
  - (e) Scott Barracks: FY06 \$1,630,000.
  - (f) Grant Barracks: FY06 \$97,000.
  - (g) Lee Barracks: FY06 \$90,000.
  - (h) Sherman Barracks: FY06 \$105,000.
  - (i) Bradley Barracks: FY06 \$310,000.
- (4) All construction projects have been advertised and awarded through USMA Director of Contracting (DOC).
- (5) Completion for the exterior work for all projects is May 2007 and interior work is September 2007.
- (6) All barracks construction is managed by USMA Director of Public Works. The construction is progressing without major slippage or penalties. Change orders have been minor too date.
- (7) There are no scheduled liquidated damages for the barracks construction projects.
- c. Upcoming MCA project for Grant Hall to replace the roof, masonry repairs and sky-light reconstruction.
- (1) Estimated construction award is March of 2007, with a cost estimate of \$4,000,000. Expected date of construction completion is June 2008.
  - (2) Construction is being awarded under competitive 8A procurement through the Corp of Engineers.
  - (3) Field construction will be managed by the US Army Corps of Engineers.
  - (4) In the event of delays in construction completion, liquidated damages of \$550 per day will be issued to the contractor.

Timothy Pillsworth/845-938-3366

Approved by:

  
Garrison Commander

**SUMMARIZED TRANSCRIPT  
BOARD OF VISITORS SPRING MEETING  
APRIL 25, 2007  
WASHINGTON, D.C.**

**1. DESIGNATED FEDERAL OFFICER'S REMARKS.** Lieutenant Colonel (LTC) Shaun Wurzbach, Designated Federal Officer (DFO) of the United States Military Academy (USMA or the Academy) Board of Visitors (BoV or the Board) stated that the Board is subject to the United States Code Title 10, Section 4355 and the Federal Advisory Committee Act (FACA) and that USMA is the sponsor of the Board on behalf of the US Army, which is the agency which receives the benefit of the Board's advice and recommendations. As the Board's sponsor, the Academy provides the DFO and administrative support for the Board. LTC Wurzbach announced that the meeting was open to the public, that it would be recorded, and that a summarized transcript would be prepared. LTC Wurzbach then turned the meeting over to Congressman John McHugh, the 2007 Chairman of the Board of Visitors.

**2. MEETING CONVENED.** Congressman McHugh called the meeting to order at 9:35 a.m., and welcomed everyone to the 2007 Board of Visitors Spring Meeting. Congressman McHugh started the meeting by introducing a new member to the Board: Mr. Blake G. Hall from Idaho, who was appointed to the United States Military Academy Board of Visitors on March 1, 2007, by the President of the United States. Congressman McHugh presented Mr. Hall with his commissioning certificate on behalf of the President of the United States. Congressman McHugh also announced that Mr. John S. Rainey was reappointed for a second term on the Board. Both members' terms will expire December 31, 2009. Both members were administered the oath of office by Congressman McHugh.

Next, Congressman McHugh introduced the Secretary of the Army's designated representative, Mr. Geoffrey Prosch, Principal Deputy Assistant to the Secretary of the Army for Installations and Environment. He stated that Mr. Prosch is no stranger to BoV meetings and that he looks forward to Mr. Prosch's remarks. In addition, Congressman McHugh stated that the Acting Secretary of the Army, The Honorable Pete Geren, was expected to join the meeting around noon.

Congressman McHugh asked LTC Wurzbach to provide administrative remarks and conduct the roll call.

**3. ROLL CALL.** For the record, the following Board members were present at the roll call. Members arriving late or departing early are annotated in the portion of the report most closely associated with their time of arrival or departure.

*Congressional Members:*

Senator Susan Collins  
Congressman John McHugh  
Congressman Todd Tiahrt

Congressman Jim Marshall

*Presidential Members:*

The Honorable Samuel K. Lessey, Jr.  
Dr. Charles M. Younger  
Ms. Rebecca Contreras  
Mr. John S. Rainey  
Mr. William H. Strong  
Mr. Blake G. Hall

*Members Absent from the Roll Call:*

Senator Jack Reed (arrived later in the meeting)  
Senator Kay Bailey Hutchison (arrived later in the meeting)  
Senator Mary Landrieu (arrived later in the meeting)  
Congressman Maurice Hinchey (arrived later in the meeting)

Based on Board attendance LTC Wurzbach informed the Chairman that a quorum was present and then continued the roll call.

Other personnel in attendance:

*USMA Leaders and Staff:*

Lieutenant General F.L. Hagenbeck, Superintendent  
Brigadier General Patrick Finnegan, Dean of the Academic Board  
Colonel Michael Colpo, USMA Chief of Staff  
Colonel Alan Bourque, Chief of Staff, United States Corps of Cadets  
Colonel John Smidt, Chief of Staff, Director of Intercollegiate Athletics  
Colonel Brian Crawford, Garrison Commander  
Colonel Tyge Rugenstein, Commandant, USMAPS  
Colonel Robin Swope, Staff Judge Advocate  
Colonel Kelly Kruger, Director of Policy and Analysis  
Colonel Jeanette McMahon, Special Assistant to the Superintendent  
Colonel Curtis Carver, Vice Dean for Resources  
Lieutenant Colonel (Promotable) Deborah McDonald, Directorate of Admissions  
Lieutenant Colonel David Jones, Special Assistant to the Commandant  
Lieutenant Colonel Jesse Germain, Deputy, Department of Physical Education  
Lieutenant Colonel Kent Cassella, USMA Public Affairs Officer  
Lieutenant Colonel Veronica Zsido, Speechwriter  
Lieutenant Colonel Paul Sarat, 1/1 Infantry Commander  
Major Bill Bundy, Department of Social Sciences  
Major Carl Poppe, Aide-de-Camp to the Superintendent  
Captain Phillip Nazzaro, Incoming Aide-de-Camp to the Superintendent  
Ms. Cynthia Kramer, BoV

Ms. Shannon Purdy, USMA Protocol  
Mr. Bo Thompson, Audio Visual Specialist  
Mr. Joe Wassmann, Audio Visual Specialist

*Others Present:*

Mr. Geoffrey Prosch, Principal Deputy Assistant to the Secretary of the Army for Installations and Environment (The Acting Secretary of the Army's designated representative)

Colonel Daniel Bruno, Incoming USMA Garrison Commander  
Colonel Raymond Bingham, Army House Liaison  
Lieutenant Colonel Carl Grunow, Army House Liaison  
Ms. Chanda Stevick, Legislative Assistant to Senator Landrieu  
Ms. Pamela Powers, Military Fellow for Senator Collins  
Ms. Wendy Darwell, Chief of Staff for Congressman Hinchey  
Ms. Anne LeMay, Director of Defense and Foreign Affairs for Congressman McHugh  
Mr. Mike Bindell, Legislative Assistant for Congressman Marshall  
Mr. Jim Richardson, Legislative Assistant for Congressman Tiahrt  
Mr. John Howland, Congressional Fellow for Congressman Tiahrt

Mr. Greg Bruno, Reporter, *Times Herald Record*

**4. ADMINISTRATIVE ANNOUNCEMENTS.** LTC Wurzbach stated that the last meeting of the BoV was held on January 31, 2007 in Washington D.C. Since that time, Mr. John Rainey and The Honorable Samuel K. Lessey, Jr. visited USMA on April 9, 2007 to inquire into USMA fiscal affairs and to meet with the Superintendent. They also received a tour of some of the cadet barracks and the future site for USMAPS. Honorable Lessey had an office call with BG Caslen.

LTC Wurzbach asked members to direct their attention to the meeting packets at their positions. Included in the packets was a copy of the meeting agenda, a revised copy of the BoV 2007 Inquiry Plan, a biography of Mr. Blake G. Hall, and a biography of the Honorable Pete Geren, Acting Secretary of the Army. Also included was a revised copy of the United States Military Academy Board of Visitor Rules, for discussion and vote during the meeting, as well as a copy of Mr. Rainey's Subcommittee Proposal and the Chairman's substitution for that proposal. Finally a copy of the proposed transcript from the Organizational Meeting was included for member approval.

The Board of Visitors Mission, as codified in 10 United States Code, Section 4355, states that the members of 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 which the Board decides to consider.

LTC Wurzbach turned the meeting back over to Congressman McHugh. Congressman McHugh covered the agenda for the record. Congressman McHugh welcomed Mr. Prosch to

the meeting. The Chairman introduced Mr Prosch as a 1969 graduate of USMA, appointed to his current position in 2001 after serving a career in the Army. Congressman McHugh added that the Board appreciates Mr. Prosch's support of the Academy and the Army.

**5. MR. PROSCH'S REMARKS.** Mr. Prosch began his remarks by welcoming the Academy team to Washington D.C., and thanking the members of the Board for their dedicated service and counsel. Mr. Prosch informed the Board that Secretary Geren was presently testifying with General George W. Casey, Jr., the Chief of Staff of the Army, and was scheduled to join the Board meeting around noon.

Mr. Prosch informed the Board that General Casey recently visited the Academy, which was one of his first installation visits after becoming Chief of Staff of the Army. General Casey is a 1970 Reserve Officer Training Corps (ROTC) graduate of Georgetown University.

Mr. Prosch thanked Congressman McHugh for his leadership as the 2007 BoV Chairman and for his sustained superior support of the Army as Co-Chair of the Army Caucus and Congressional champion of West Point and of Fort Drum, Headquarters of the Army's 10<sup>th</sup> Mountain Division.

Mr. Prosch stated that the BoV meetings continue to serve as an invaluable venue for sharing information, generating ideas, and identifying the priorities of support to the Academy. He added that it is a privilege to represent the Secretary of the Army at the meetings and assured the Board that he keeps the Secretary of the Army well informed of all proceedings and outcomes. The pace never slows down at the Academy, not for the Cadets and never for the senior leaders. Mr. Prosch and other Army leadership have visited the Academy several times since the January 31, 2007 Board meeting. Meetings were held with the Dean and other key leaders to advance the renovation of Bartlett Hall and the Base Realignment and Closure Act (BRAC) move of the United States Military Academy Preparatory School (USMAPS) to West Point. The design on Bartlett Hall has advanced by 35 percent, and good progress is being made on the USMAPS move. Mr. Prosch thanked LTG Hagenbeck and his team for delivering on every aspect of the Academy's mission, and asked him to pass on appreciation to his staff for all of their hard work.

Next, Mr. Prosch mentioned two new Cadet pilot programs. The first program has to do with Cadets administering their own Army Physical Fitness Test (APFT). Mr. Prosch stated that it is rooted firmly within Cadet Leadership Development. The Department of Physical Education (DPE) will still administer the test to all first-classmen and will also educate first-class Cadets on how to administer the test, ensuring the tests are calibrated and validated. "Firsties" (Cadet senior class) then administer the tests to the under three classes of Cadets. This is a leader development opportunity to prepare those soon to be Lieutenants to apply standards to their subordinates, in this case physical standards expressed in Army Regulations.

The second pilot program is to conduct a second summer term Academic Program. This pilot program benefits Cadets academically even if their summer leave period is lost. For the Cadets who have failed two courses, but whom the Academy votes to retain because of



demonstrated superior military, athletic and professional strengths, this program allows them to double up in summer school classes. Mr. Prosch asked that the Board consider that all Cadets come to USMA from educational systems across the country which vary dramatically in quality. Some Cadets had to overload on courses throughout the Academic year in order to meet curriculum requirements. This is a bad situation for Cadets who are already struggling with grades. Once the Academic Board decides to retain a Cadet, they are owed the type of support this pilot program offers.

Mr. Prosch informed the Board that on March 8, 2007, he contacted the Superintendent to inform him of the selection of the Residential Communities Initiative (RCI) Development Partner for West Point. Since the contract was awarded, one of the firms not selected lodged a formal protest with the General Accounting Office (GAO). Under GAO rules, specifics of the West Point project and contract are not allowed to be discussed until the protest is resolved. Army officials anticipate resolution by July 2007. Mr. Prosch added that he hopes to be able to provide detailed information on the project and contract to the Board at the next meeting, which is scheduled for July 14, 2007. Mr. Prosch stated that he will be able to give a brief overview of the overall Army RCI program during today's meeting.

On March 17, 2007, Mr. Prosch had the honor of giving a speech at the West Point Founder's Day dinner at Fort Bragg, NC. Colonel Michael Jones, USMA Director of Admissions, had sent Mr. Prosch an information packet to study in preparation for his speech. Mr. Prosch stated that, during his review of the information, he found himself in awe and great pride of the Academy.

Mr. Prosch recognized Colonel Brian Crawford, USMA Garrison Commander. He stated that COL Crawford's leadership and selfless devotion to duty over the last three years at West Point was greatly appreciated and he presented him with an Assistant Secretary of the Army for Installations and Environment (ASA I&E) coin. Following the presentation, Mr. Prosch introduced the BoV members to the incoming USMA Garrison Commander, COL Daniel Bruno.

In closing, Mr. Prosch expressed his appreciation to the members of the Board for their service and stated that their insights are valuable and relevant.

Congressman McHugh thanked Mr. Prosch for his remarks and added his thanks to COL Crawford for all he has done during his tenure at USMA.

**6. BOARD BUSINESS.** Congressman McHugh began Board Business by reminding the members of the Board that, at the last meeting (January 31, 2007), members voted to abolish the Executive Committee. This decision requires a revision to the BoV Rules.

**a. REVISION OF BOARD RULES.** LTC Wurzbach took the opportunity to revise the rules and staff them with the DoD Committee Management Officer to ensure the rules comply with the intent of Federal Advisory Committee Act (FACA) best practices. Congressman McHugh added that members had several weeks to review the updated rules and that comments and recommendations made by some of the members (Mr. John Rainey,

Mr. William Strong and Congressman Jim Marshall) were incorporated into the revision. Congressman McHugh opened the floor for discussion of the revised rules. There being no discussion, the motion was made by several members to approve the revised BoV Rules. The motion was seconded. Congressman McHugh stated he would keep the voting process open throughout the meeting so that members who were not present at the time could vote on the revised rules. Senator Kay Bailey Hutchison and Congressman Maurice Hinchey arrived at the Board meeting during this discussion. Members who voted later in the meeting are in italics. A by-name vote was held and the results are as follows:

Congressman McHugh	Aye
Congressman Marshall	Aye
Congressman Tiaht	Aye
Congressman Hinchey	Aye
Senator Hutchison	Aye
Senator Collins	Aye
<i>Senator Landrieu</i>	Aye
<i>Senator Reed</i>	Aye
The Honorable Lessey <sup>1</sup>	Nay
Dr. Younger	Aye
Ms. Contreras	Aye
Mr. Rainey	Aye
Mr. Strong	Aye
Mr. Hall	Aye

Members voted 13 to 1 to approve the revised rules and the 2007 BoV Rules were approved as proposed.

1. The Honorable Lessey asked for clarification on what was to be voted on. When the vote was explained as the proposed rules revision, The Honorable Lessey rendered his vote as recorded.

**b. PROPOSAL TO RESTRUCTURE BOARD SUBCOMMITTEES.** At the last meeting (January 31, 2007) the Board began a discussion on the proposal to restructure and make permanent the number of new subcommittees. Congressman McHugh opened the floor for discussion and noted that there was an alternate proposal which he submitted and was included in member packets.

The underlying proposal was explained by Mr. John S. Rainey and had been reviewed by members prior to the meeting. Mr. Rainey stated that he did not find it necessary to talk at length about his proposal because of the length of time he discussed it at the last meeting. He added that he and LTC Wurzbach worked on the proposal following the last meeting (January 31, 2007), and had refined it to add only one additional operating subcommittee, making the total number of subcommittees four.

Mr. Rainey stated that the restyling of the subcommittees would track the statute which mandates the Board's specific areas of inquiry and adds one administrative subcommittee, which would not require Academy support. That committee would prepare, as the year went by and subjects were addressed, the draft report to the President so that members were not tasked to write it all at the end of the year.

Previously, the report has not always been submitted by the suspense date required by statute. LTC Wurzbach added to the proposal the impact statement and the subcommittee operational provisions.

Congressman McHugh asked if there were any other discussion regarding Mr. Rainey's proposal. Mr. Strong mentioned that he views Mr. Rainey's suggestions as constructive, again from the point of being able to demonstrate to the public that the Board is clearly following the statute. With respect to writing the Annual Report, Mr. Strong stated that having the Administrative Subcommittee work on the Report throughout the year is very constructive as well.

Senator Collins stated that "...unfortunately, I must have left the last meeting before the discussion occurred on this, so it would be very helpful to me to understand better the rationale behind the change." Senator Collins asked if someone would explain what problem the proposal is designed to correct.

Mr. Rainey replied, "It was my view initially that, under the statute, we were not plumbing as deeply and as thoroughly as we should in our responsibility to make inquiry and to provide oversight. The reason it was not being done is because we did not have enough time in the subcommittee process which was in place. This was certainly a step in the right direction, to deal adequately with the six areas of responsibility into which we are specifically required and charged to conduct inquiry, for example, fiscal affairs. We have three subcommittees which generally covered most everything other than fiscal affairs, but they were not styled in a way which tracked the statute. In addition, the protocol has been to hold those subcommittee meetings right before the main meeting, which results in attendance problems, and really not enough time to have in-depth discussions. The whole idea of this proposal would be that these subcommittees could meet like modern subcommittees do in non-profit and for-profit organizations by teleconference and other 21<sup>st</sup> Century methods. This would allow the members to do their job more thoroughly." Mr. Rainey added that last year's Annual Report did track the statute and reported specifically on those six areas. What has been done under the proposal is to rename and restyle the subcommittees so they are more in line with what Title 10 states the Board is supposed to inquire about. For example, Morale and Discipline is currently addressed under the Quality of Life Subcommittee and has been restyled in the proposal as Morale and Discipline. Mr. Rainey added that he and other presidential members thought it would be easier on everyone if the Board had a subcommittee which was charged with producing sections of the Annual Report as the year went along, versus producing the entire document after the last meeting of the year. Mr. Rainey stated that he believes this proposal puts the Board more in line with what other educational institutions are doing. He is fully aware that the BoV is not a governing board, but does not believe that the Board's fiduciary obligation is limited because the scope of its

responsibility is narrowed. He added that he does not believe that the narrowing of the scope laterally affects the depth of the Board's responsibility to inquire thoroughly and completely into the Academy. The idea was not to make this a bigger job for any of the members; the idea was to make it easier over time. Mr. Rainey stated that he spoke to the Superintendent about his proposal and his position was whatever the Board comes up with, he is willing to staff and support.

Senator Collins thanked Mr. Rainey for the information. Congressman McHugh asked if there were any further discussion on the proposal. There being no further discussion regarding Mr. Rainey's proposal, Congressman McHugh explained the details of his substitute proposal.

Congressman McHugh stated that he agrees with Mr. Rainey's perspective on the issue, and is concerned that the current subcommittee structure has not performed the way which was intended when it was first formed. Congressman McHugh added that he thinks there is a variety of reasons for that and also believes, as Mr. Rainey stated, that the Board does have a fiduciary responsibility, that he thinks all of the members take that very seriously. To the extent members can structure themselves in a way which pursues more effectively that responsibility, that is something the Board should consider very seriously. Congressman McHugh stated that the concerns he has about Mr. Rainey's proposal are several fold. First, in his opinion, part of the problem with the current subcommittee structure is that, because it is constituted on a formal basis, it is a structure which is continuously in search of a mission. For many of the subcommittee meetings, members arrive without any kind of determined agenda and the USMA staff fills in the blanks. "This is a problem with a permanent standing subcommittee; you tend to try to find ways to go without the kind of direction you need." Congressman McHugh stated that the other thing he is concerned about is the fact that, whatever the Board decides, the Academy will step forward and do everything which is necessary to make it work. Congressman McHugh explained that he is concerned with inordinate demands in terms of a subcommittee structure in search of a mission. This does not mean that there are not areas into which the Board should be probing more deeply. Congressman McHugh believes the Board should find a path by which it can accomplish its inquiry mission effectively as a complete body which retains the overall responsibility of the full Board. The Board has always been a board where "the buck stops." Congressman McHugh stated that he is afraid that "subcommittees with the structure and depth of which Mr. Rainey is proposing will find themselves out in some ways building little fiefdoms which would circumvent the authority and responsibility of the full board." The substitute proposal creates in the rules subcommittees which would have a time certain, either a time by which the issue the subcommittee is charged to report on its subject matter, or by the end of the year. This keeps them focused on those things the Board feels are appropriate. This does not mean that the entire Board has to come up with the issue. This Board has always been operated in a way that any single member could state that they are concerned about an area and suggest that the area be looked at further. Congressman McHugh added that, under his proposal, any member is fully empowered to bring anything forward and be proactive and to be out there aggressively pursuing any issue. There may be many circumstances where the Board desires to create an interim subcommittee, almost on an annual basis. The Board would need to think about it, charge it, and if the issue needed to be expanded, then the full

Board would have to consider it. Congressman McHugh stated that his intent is to embody the very positive aspects of what Mr. Rainey, the Honorable Lessey, and others had worked on so diligently, but do it in a way which retains the full Board approach and keeps the subcommittee structure focused on the subject which is relevant to the moment.

Mr. Rainey asked Congressman McHugh if his proposal would do away with the existing subcommittees. Congressman McHugh replied that it would. Mr. Rainey clarified that under his proposal there would be four operating subcommittees. Congressman McHugh's proposal would dissolve the three standing subcommittees, and would appoint ad hoc subcommittees as deemed necessary during the year. Congressman McHugh added that, should the Board, under his structure, agree to go forward with a proposed subcommittee, the member who brought the issue of focus before the Board, would automatically be appointed to that subcommittee.

Senator Jack Reed arrived at the meeting during this discussion and stated that he thought Congressman McHugh explained the subcommittee proposal very well. Senator Reed informed the Board that the subcommittee structure came about a few years ago after the Air Force Academy situation, and the USMA BoV was looking for ways in which it could be more effective. Prior to that time, the Board did not have subcommittees and had always operated at a collegial level. He added that his impression of the subcommittees is that they are very difficult to work. One major reason being it is hard to get Congressional members to invest the time, other than at the full Board meetings, and it was very frustrating. For example, subcommittee meetings would be scheduled at the Academy prior to the main meeting and sometimes there would not be Congressional representation and other times there would be only one member talking with the staff of the Academy. In Senator Reed's view, this was not a structure which worked. Senator Reed stated, "it is very difficult to make the subcommittees work. If you do the mathematics and go from three to five subcommittees and want at least two Congressional members on a subcommittee, each Congressional member would be on more than one subcommittee. The reality is our schedules are such that it just would not work." The way this Board is put together, it is a mixed board of Members of Congress and Presidential appointees. The majority of the Board are Members of Congress and Senator Reed believes that carries some significance. He added the concern that he has is that implementing a standing subcommittee proposal might lead to a bifurcation between Presidential appointees who might be able to be on the subcommittees and the rest of the members who can not because of their schedules. Senator Reed stated that he believes the Chairman's proposal is a very good one. First, it recognizes that the Board should be acting as the Board. If any individual has a concern, anyone can bring it to the Board and the entire Board has a discussion about it and decides whether it wants to invest the time and effort. Once it is concluded that the Board does, then a subcommittee would be constituted and the proponent of the inquiry would be on the subcommittee. Senator Reed believes that the people would then be committing themselves to do the job of the subcommittee. He added that he concurs with and supports the Chairman's approach and believes that it makes sense and accomplishes what the Board wants, which is, when the Board comes to a point at which it feels there needs to be special focus and attention, a group of individuals can be assembled with skills, interest and commitment to search out and report back to the Board for the Board to take action. Senator

Reed stated that “part of my view is that the Board has to act, not just as an advisor to the Superintendent, but also supportive of his responsibilities. In addition, these efforts will need to be supported by the Academy as well, and Senator Reed stated that he did not believe there is the structure at the Academy to support five different committees which are independently generating work and information requests. In conclusion, Senator Reed stated that he was coming to the realization over the last two to three years that the subcommittee structure as we had it was just not working. Given the limited ability, and justifiably so, of the Congressional members to participate, Senator Reed stated he does not believe the subcommittee structure, as it is now, would ever work.

Ms. Contreras stated that the only question and concern which she had is that “it sounds as if we are trying to create a more reactive approach versus a proactive approach. A subcommittee would be created to react to a problem or issue. I think that the way the subcommittee proposal is structured is to be more proactive, so that we do not wait until there is an issue where the Board has to inquire after the fact. Ideally, we become a little more proactive in our inquiry.” Ms. Contreras added that, since she has been on the Board, she has been to every subcommittee meeting to which she was assigned. “Up until this morning’s subcommittee meeting, I did not find them extremely helpful because of the way they are structured. It is very difficult to get our arms around the issues in 30 minutes. This morning, however, it was incredibly enlightening and helpful to me and I found it very productive and different than before.” Even though there was not an agenda in place, there were numerous things about which both members (Ms. Contreras and Dr. Younger) inquired and received answers. Ms. Contreras added that the staff was extremely prepared to answer Board inquiries. From Ms. Contreras’ perspective, she has found that it is very helpful to be a part of a subcommittee. Ms. Contreras stated that it is very difficult in the main meeting to dive into other things or understand other programs the Academy is undertaking because of the tight schedule of the preset agenda and the briefings. She has found that the additional time in the subcommittee meetings has helped her to feel as if she is doing what the statute says she should be doing. She added that she is concerned that completely abolishing the subcommittee structure might not support our need to inquire into the various statutory requirements as we are required.

Mr. Strong stated that his support for what Mr. Rainey has suggested does not in any way come from there being any problems at the Academy. His sole reason for supporting this is that Mr. Rainey’s proposal is better organized than the previous three-subcommittee structure and exactly tracks the statute. It would show that Board members are accomplishing the duty of inquiry. Mr. Strong added that he is not focused on the subcommittees per se, although he does believe they are helpful. The Board has six areas it has to inquire about. Mr. Strong and LTC Wurzbach have discussed having a portion of each of the Board meeting specifically targeted at one or two of the areas of inquiry. This would demonstrate to the public that the Board is doing its job, and would allow the Board to dig more deeply into a specific area. He added that he is very sensitive to time spent and to overburdening LTG Hagenbeck. “The Academy has better things to do running the Academy and creating great leaders than the ‘proper care and feeding’ of Board members.” Mr. Strong stated that, if the Board could find an efficient way to do this and it is purely advisory, and not burdening the

Superintendent and his staff, then he would view that as being constructive and consistent with what the Board is charged with doing.

Congressman Maurice Hinchey stated that his recollection from a couple of years ago when the issue of the subcommittees was first presented was that he was very skeptical about it because this is not a very large board. He added that he did not see why we needed to have smaller organizations to delve into specific problems. Congressman Hinchey thought if we did so, that, in fact, the entire Board would be deprived of having the opportunity to delve into those problems and ask the questions. He believes it would also deprive the Board from applying its responsibility in the context of the main meeting. In agreement with what Senator Reed stated, Congressman Hinchey said that his experience over the last couple of years is that he has not been able to attend subcommittee meetings because of his schedule, and that he thinks having the subcommittees, in effect, makes a member who is unable to attend the subcommittee much less effective. Congressman Hinchey added that he does not see a reason why the Board needs to have subcommittees and why the entire Board can not turn its attention to address any concern. This Board has operated very effectively for a long time without subcommittees, and as Congressman McHugh points out, the experience is that they have not been terribly successful. To some extent, Congressman Hinchey believes they deprive the Board of its responsibility to delve into specific issues that it ought to be focusing on when the subcommittees are doing so and the Board does not have the opportunity. In conclusion, Congressman Hinchey stated that he is very much in favor of what Congressman McHugh is suggesting.

Congressman Jim Marshall stated that he agrees with the other Congressional members and he can anticipate that he will have a very difficult time meeting the kind of schedule the subcommittees might keep. He added that it is hard enough to break away for the main board meetings. Congressman Marshall stated that his instinct is that the issues the Board wants to be proactive on are as likely to “bubble up” to the Board as they are to a subcommittee, because they are issues which will need to be shared with the entire Board. “This is not simply because of our presence at West Point or a subcommittee meeting that it will suddenly be discovered. I believe this kind of information is going to come to us. Whether it is in a subcommittee or the entire Board probably does not matter. Therefore, for the reasons which have already been given and because I am just not persuaded that we would really be able to do that much more proactively if we had a subcommittee, I think what the Chairman is recommending is wise.”

Mr. Prosch stated that maybe there needs to be a compromise here. “There is a lot of ongoing inquiry at the Academy right now. There are several agencies which are currently at the Academy, including the Army Audit Agency, the Congressional Budget Office, the General Accounting Office, the Army Inspector General and the Middle States Accreditation Committee. Perhaps the Department of the Army could make the Board aware of what these inquiries are saying and the Board can look into it further should they feel the need?” The Honorable Lessey stated that he thought the Board had already requested that material.

Senator Collins stated that she finds herself in the awkward position of agreeing with both sides, even though they are in conflict. She added that it seems to her that the Board does not

have the opportunity to focus intensely on a particular issue. But, it also seems to her that the current subcommittee structure does not foster that kind of inquiry. On the one hand, there is a proposal to do away with the subcommittees and, on the other hand, we have a proposal to create subcommittees which really do the work by intensively inquiring into the issues which are set forth in underlying law. Taking from Mr. Prosch's point, Senator Collins stated she wonders if, as a Board, they should decide every six months what particular issue warrants an in-depth inquiry, and create a working subcommittee which would tackle that particular issue and report back to the Board. That way, there would not be a proliferation of subcommittees which might be difficult for the Academy to staff and for members to participate in. Yet, the Board would respond to the genuine unease that we are not doing as much as we should to fulfill the statutory mandate. "If the Board focused on the mission and chose one of the six issues and identified what the issues are, drawing on the work done by outside audit agencies, then the Board would be fulfilling its role in a better way than it is currently."

Mr. Rainey followed up on Senator Collins' remarks. He stated that there are six specific areas with which the Board is charged by statute to inquire about. If the Board takes what Congressman McHugh is proposing and has three meetings prior to the final meeting of the year, that would mean the Board could address two inquiry items at each meeting. Prior to the meetings, a subcommittee could be appointed to delve deeply into each one and would conduct their inquiry and provide a briefing at the main meeting. After the main meeting, those subcommittees would dissolve and two more would be appointed to inquire into two new inquiry items. The Administrative Subcommittee would be preparing the Annual Report based on the reports given by the ad hoc subcommittees.

Senator Kay Bailey Hutchison stated that, if the Board was to do something like this, the Board should make a decision about what it wants to delve into first. She added that her concern with the original proposal of having subcommittees is that the full Board would get short-changed. Senator Hutchison mentioned that, when she was Chairman of the Board before, there were issues which were addressed by the Board (as a whole). Sexual Harassment was one of the issues, and the Board went into great levels of detail to inquire into what was going on. One of the tools used were questionnaires which were given to the Cadets. Senator Hutchison said she believed that it was helpful to the Superintendent in working through the issues. Senator Hutchison stated that she does not want a subcommittee structure to keep the full Board from having the good and full presentations and having the type of discussion which is occurring at this meeting. She added that she would try to put this together with perhaps a substitute for the alternate proposal. If the Board could reach a consensus which would say that "the information the Secretary of the Army has said is available, which is certainly comprehensive, and would be made available to the members of the Board as requested, then we allow for a member to make a motion that a member would like to have a subcommittee appointed to work on getting more information and work with the Superintendent, coming back to the Board with a comprehensive report and a full discussion would be available. This might be better than having six areas and maybe not needing to look at certain areas which would not be in need of inquiry, but other areas which would."



Mr. Rainey stated that his only problem with Senator Hutchison's proposal is that the statute states the Board "shall inquire" into those six areas. Senator Reed stated that, with most of the things the Board does, the six inquiry areas are incorporated. For example, "When you talk about the physical plant at West Point, the gymnasium falls under both 'morale and welfare' and 'education.' My guess, too, is that the way most legislation is written, we are responsible for those six areas and everything else. I do not think that the Board will say we cannot look at the retention of graduates two years out. The Board would never limit itself that way." Senator Reed added that "this is why he finds this sort of an arbitrary kind of fixation that we would have these six specific "boxes" which the Board looks at and have to respond to those only." He stated that it is a good way to organize the Annual Report, but it is not the total mission of the Board. He does not think that any member would say that "we can not look at this issue because it is not specified."

Congressman Marshall offered his observation that he is confident that, if this were presented to a judge, it would be concluded that the Board has, in fact, been meeting its statutory obligations all these years. He added that he would be very shocked if a judge concluded otherwise. "To suggest that the statute somehow compels the Board to do more, I do not think is correct. Yes, the Board could do more, but the statute does not simply mandate it by using the words "shall inquire." Another observation Congressman Marshall made was that "for me at least, part of my being here, is to gather information, and I know as a Member of Congress, because I am on the Board of Visitors, I will be looked to by my fellow Members of Congress as having some expertise and maybe a better perspective on what is going on where the Academy is concerned and they will be inclined to defer to my judgment." Congressman Marshall added that it sounds to him as if deference to a subcommittee process, as opposed to trying to do as many things as we possibly can at the full Board level, means that he won't really be able to justify the deference that people will be giving him. He feels he won't be as educated and informed as intended. It seemed to him that the structure Mr. Rainey is suggesting makes it less likely. He added it would be more helpful to him to receive from one another, and then from the Academy, reports on what the Academy believes the Board needs to think about, focus on, and discuss. If things come up, as Senator Hutchison suggested, then there could be an ad hoc subcommittee to delve specifically into that issue. Congressman Marshall believed that would cover both possibilities without having this issue every time there is a report from a subcommittee. Presently, when the subcommittees delves into an issue, the full Board is less likely to get a full discussion at the main meeting.

Congressman McHugh informed the Board that there was a Senate vote coming up shortly and some members would have to depart for a period of time. Congressman McHugh took a moment to redefine his intentions. The intention is not to do away with subcommittees forever, quite the contrary. His intention is to do what a couple of members have suggested, which is to have subcommittees on an ad hoc basis. He even thought there might be the need for more than two subcommittees at one time depending on the environment. He suggested that the Board create and authorize subcommittees in specific areas as charged by the Board. This does a couple of things: (1) it involves everyone on the Board with the major decision making and direction of the subcommittees and (2) it will direct the subcommittees in a positive way which will help cure some of the drift which Ms. Contreras had been observing.

Congressman McHugh added that he does want to see standing subcommittees, but wants the Board involved and the subcommittees handled in a charged way, not just when the Board is reacting, but also from members using their expertise, as Senator Reed said earlier, who are worried about one thing or another. Congressman McHugh stated that he would consider a permanent subcommittee on the Annual Report and it makes sense to have it structured and organized so that the Board is not always catching up to the obvious. As to the direction, Congressman McHugh stated that the language can be worked to satisfy members to a greater extent. Congressman McHugh added that he wants this Board to go forward the way it always has, working together for a single cause. Congressman McHugh believes that the direction of the subcommittees is embodied in the proposal he has made.

Mr. Rainey stated that the only change he requests be made to Congressman McHugh's proposal was that the Board would have a subcommittee or two appointed which would deal with each inquiry area at every meeting so that the members can be fully informed. The subcommittees would terminate at the end of each meeting. Congressman McHugh reiterated that was the intention of his proposal and that there will be a number of subject areas where the subcommittees would be recreated on an ad hoc basis. He added that he believes he is being more generous by appointing the ad hoc subcommittees until such time that the Annual Report is issued or until the end of the calendar year, whichever comes first. He added that he does not think there is any question, but he does not want to say that interim subcommittees are being created on a permanent basis. He wants to say that the Board is going to authorize a fiscal affairs subcommittee for the purposes of whatever it may be. This way the Board directs that subcommittee for the six month reporting period (as an example).

The Honorable Lessey made a clarification that, in some of the conversations he had heard during this meeting, members are equating subcommittees with meetings. He stated that you can have a subcommittee without ever having a meeting. He added that yes, the Academic Subcommittee and other subcommittees were not successful in the terms of having little meetings prior to board meetings which were, of course, not effective. The Honorable Lessey stated that he sees himself, as the Chairman of the Academic Subcommittee, as the "point man" for the Board to do the field work he felt was necessary and come back to the Board with information he gathered. Congressman McHugh stated that he thought the Honorable Lessey had done a great job and his work is deeply appreciated. Senator Reed stated that the Honorable Lessey's approach fits within the framework of Congressman McHugh's proposal. He added that anyone, as a member of the Board, should feel empowered to look at any issues which are appropriate and need to be coordinated with the Superintendent. This is what the Honorable Lessey has done alone. Senator Reed stated that if, as an example, The Honorable Lessey had found a major problem with Accreditation and came to the Board with his report, that would be the time at which the Board would constitute a subcommittee to delve into it further with the support of the Academy. More importantly, the Board would probably say "we are going to have this subcommittee, but it is actually going to have a work plan and have meetings, reporting back to the Board." Senator Reed stated he believes this is the exact approach the Board wants to take rather than having the subcommittee structure which it has now. All of this would be done so that every Board member is not only apprised of what the critical issues are, but will receive feedback from the subcommittee at the full Board meeting and the Board will act on it as a whole.

Mr. Blake Hall stated that he serves on the Board of Trustees and the Board of Regents of other institutions of higher education and has seen this similar debate. He stated that what he does not understand under either proposal is: will the Chairman set the agenda and is he the only one who can set the agenda or is it the intent of the subcommittees to suggest to the Chairman the items which should go on the agenda for the full Board to inquire? Is it only the subcommittee which can make inquiry or is it only the Chairman who can make inquiry? Is it the whole Board which can make inquiry? Or can individual members make inquiry? He stated that one of the things he experienced on another Board of Regents was that a process whereby every individual member of the Board was making independent inquiry kept the institution running in more circles than a more structured process would provide. Mr. Hall stated what had been done with some of the other institutions he works with is that subcommittees were created which never met. The purpose of the subcommittees was not actually to meet and to delve into a particular issue, but to be responsible to look for and identify particular areas or topics which should be added to the agenda and discussed amongst the entire committee. It was found that, for a subcommittee to meet, it would spend half a day to discuss an issue and then come to the full committee for discussion, spending a full day and a half discussing the same issue because you have to discuss everything which was discussed in the subcommittee meeting. This proved to be unproductive. The subcommittee only identified particular areas of interest which would then be reported to the Chairman and added in as different categories were dealt with. Mr. Hall stated that he has seen different processes and is more curious under either of the proposals before the Board at today's meeting, what process will actually be followed to ensure that, on the one hand, the Board will have proper inquiry and, on the other hand, it does not make it more difficult for the Academy to be able to staff the inquiries and make sure it isn't a "rogue member" making the Academy provide information which may or may not be helpful and for which the full Board might not have an interest.

Congressman McHugh stated that, as Congressman Hinchey previously stated, this is a small board and it is an advisory board, not a governing board. But the Board has always tried to provide for the courtesy of individual members through a set process in the rules to pursue areas of concern or interest which they may have. Congressman McHugh added that he thinks the Board should maintain that process. There is a structure which, in theory, controls and directs it and certain notifications must be made. Congressman McHugh wants to continue this process. His proposal is intended to try to involve every member of the full Board on the direction of the subcommittees and the agenda would be set for those subcommittees pursuant to any member's input and request. The vote of the full Board would direct or not direct, based on the individual member's suggestion of a subcommittee for the purposes of a particular investigation. Again, Congressman McHugh's vision is that there will be a lot of repetition and a lot of regular inquiries because the Board has continuing areas of concern.

Mr. Hall followed up by stating that "if I were interested in an area, went to the Academy and made inquiry, I would first advise you (addressing Congressman McHugh) that I was going to inquire about an area and, if I found something that was of concern to me, I would then notify you and request that the issue be brought to the attention of the full Board and put on

the next agenda?" Congressman McHugh stated that was correct. In addition, if a subcommittee was requested and the full Board approved it, Mr. Hall would, by default, be appointed a member of that subcommittee. Mr. Hall thanked Congressman McHugh for his clarification.

Mr. Strong asked Congressman McHugh if it were his intention to be supportive of the Inquiry Plan which LTC Wurzbach and he have proposed if the Board went with his subcommittee proposal. The Inquiry Plan would target one or more of the six areas to talk more about at specific meetings at the direction of LTG Hagenbeck. Congressman McHugh stated that he is supportive of the Board Inquiry Plan.

Senator Hutchison asked if the Board should close the loop and adopt one of the proposals or say that we will work on it and bring it back? Congressman McHugh stated that the only reason he momentarily deferred on that question was that the support of Mr. Strong seemed dependent on the resolution of his question.

Referring to the Board Inquiry Plan, Senator Reed asked for clarification on Tiger Teams. LTC Wurzbach informed Senator Reed that the Tiger Teams were stood up as an ad hoc group by the Superintendent to help inform him on issues which were briefed to the Superintendent by former Superintendents and by the Superintendent's Blue Ribbon Panel. Senator Reed thanked LTC Wurzbach for the clarification and stated that he was familiar with the information, but was unfamiliar with the term "Tiger Team." LTG Hagenbeck added that the Tiger Teams were matrix organizations which had since been disbanded. The Honorable Lessey opined enthusiastically that Tiger Teams were "one of the General's best moves."

Congressman McHugh stated for the next order of business, absent a motion, that he is willing to vote on the substitute to the subcommittee proposal. The Honorable Lessey asked jokingly if the Chairman's proposal included that the Chairman will write the Annual Report? Congressman McHugh stated that he is more than amenable to the creation of one permanent subcommittee which would be charged with writing the Annual Report. Senator Collins asked for clarification before voting on the question which was raised about the Chairman's intentions on whether he will proceed to focus on particular issues, because it will make a difference in how she will vote. Senator Collins added that, if she had to vote on the two original proposals, she would vote "no" for both, but would vote "yes" for the Chairman's proposal the way it has been discussed and modified with the Board focusing on specific inquiry at each meeting. Congressman McHugh stated that it is his presumption that will be the next order of business. LTC Wurzbach clarified that "some of the members had to leave early during the last meeting, and that the Inquiry Plan was approved by the Board." The Inquiry Plan which is before the members at this meeting is a slight update and takes into account the subject areas which were covered at the Organizational Meeting. Therefore, the Board as a whole did approve the Inquiry Plan in concept already. The matter which would come up next would be to approve the modification. LTC Wurzbach added that he believes it was the intent of the Board to look at the Inquiry Plan at every meeting and make adjustments to the plan as needed.

Mr. Rainey asked if the Board were to adopt the Chairman's subcommittee proposal would he be willing to amend it to read "there will be a presentation to the full Board of two inquiry items at each meeting, plus whatever other items" so that we are all apprised throughout the course of the year on each item the Board is required by statute to report on. Congressman McHugh stated that the concern he has with that is that the subcommittee structure may or may not be directed in that way. Congressman McHugh believes that the intent of the inquiry provisions is to do what Mr. Rainey has suggested, but not necessarily depending upon whether it proceeds through a subcommittee. Mr. Rainey stated that he had "moved past" the subcommittees and that he just wants the staff to give the Board presentations on the specific inquiry areas, and have no subcommittees unless deemed necessary by the Chairman. This would allow the entire Board to "plumb in some depth" each one of the items required by statute. Congressman McHugh agreed with that recommendation. The Honorable Lessey addressed the Chairman and asked "with this at any time for any reason can't you point to a member and say 'I would like you to look into such and such for the Board'?" Congressman McHugh agreed that the Board has always operated in that way.

Congressman McHugh stated that, under the assumption that LTC Wurzbach will embody the proposal into the rules, I think we all support that the Inquiry Plan will have at least two components reported on at each meeting. Subsequent language needs to be drafted to adopt one permanent subcommittee in pursuit of the Annual Report. Congressman McHugh made a motion that the Board now consider the adoption of the substitute proposal as modified through the Board's discussion. The motion was seconded by several members. The Chairman's amended proposal was unanimously approved.

Congressman McHugh then called for a brief recess. Senator Reed, Senator Hutchison, Congressman Hinchey, and Congressman Tiahrt departed. Mr Bolden and Dr Scribner joined the meeting in advance of their RCI briefing to the Board. At the conclusion of the recess, LTC Wurzbach took roll and informed the Chairman that the Board still had a quorum and could continue to conduct business.

The next order of business was Subcommittee Reports.

**c. ACADEMIC SUBCOMMITTEE REPORT.** The Honorable Lessey, serving as the Chairman of the Academic Subcommittee, informed the Board that one of the major areas in the academic area right now is the accreditation process which is coming up in 2008 and 2009. He added that he was not going to report anything on accreditation at this meeting other than to say that there will be a full briefing for the Board on accreditation during the July meeting and that there are some important events which are taking place between now and then which will clarify the subject from the Board's point of view.

As a result of The Honorable Lessey introducing the Commandant to Ambassador Faith Whittlesey, former Ambassador to Switzerland and Chairman of the Swiss-American Foundation, another member of the USMA faculty, Major John Gallagher, was selected for the Swiss Youth Leader Program in which 60 young leaders from around the world are hosted by Switzerland. This year, there will be 25 representatives from the United States.

The program is scheduled to take place in Switzerland during the first week in May. The Honorable Lessey added that LTC Susan Nielsen, who is currently on the USMA Staff and Faculty, is an alumnus of the program. This concluded The Honorable Lessey's report.

Congressman McHugh thanked The Honorable Lessey for his report and asked Ms. Contreras for her report from the Quality of Life Subcommittee.

**d. QUALITY OF LIFE SUBCOMMITTEE REPORT.** Ms Contreras, serving as the Chairwoman of the Quality of Life Subcommittee, began her report to the Board by stating that the subcommittee spoke about the recent Defense Manpower Data Center Gender Relations Survey assessment which comprised 16 focus groups. She stated that there had been a change in the mandate to have a survey every year and now the survey will be conducted every other year. On the off-years, focus group activities are held. COL McMahon had informed the subcommittee members that focus groups were held over an extended period of time with 16 different groups, having 10 Cadets per group separated by class and gender. The results of the assessment are underway and DOD is in the process of holding focus groups at all of the Academies and should be completed by mid-summer 2007.

Ms. Contreras stated that the subcommittee also talked about ideas which might add to the already robust and proactive programs at the Academy teaching Cadets to be supportive of and accountable to one another. One program discussed was the "Accountability Buddy Program." This program might be suitable for incoming Cadets who are not yet seasoned or matured and have not been a part of the program for long. Ms. Contreras suggested that "best practice" is a "...peer to peer program just to keep the pulse of things and keep each other accountable and to touch base on an informal basis, providing the support Cadets need." Ms. Contreras added that she is aware that there are already a significant amount of proactive programs at the Academy.

Next, Ms. Contreras discussed the Quality of Life Survey, stating that it is soon to be administered and that she is looking forward to seeing the results. COL Kruger then clarified to the Board that the next survey is not scheduled to be conducted until next academic year (November 2007). Ms. Contreras stated that she inquired into the morale of the Cadets relative to where we are in this day and age with the War on Terrorism and particularly the fact that 90% or more of the Cadets are ending up in Iraq. Ms Contreras wanted to know what the Academy is doing to help prepare the Cadets emotionally. She stated that she was pleased to learn that there is a strong support mechanism in place for the Cadets who are getting ready to face the most challenging times in their lives.

Congressman McHugh asked Ms. Contreras if she learned anything about the overall morale of the Cadets. Ms. Contreras stated that, in the past, the Quality of Life Survey served as that pulse, on how Cadets are feeling and doing. COL Kelly Kruger stated that there are a number of surveys which are administered through the Institutional Research Office and the results are something which he could share with the Board in the future. Ms. Contreras stated that her main concern with regard to the Academy's having the programs in place to prepare the Cadets to go into battle was what the Academy is doing to provide emotional support. She added that she always tries to look at the emotional stability of Cadets and are

they emotionally stable to go to war? That is totally different than, are they prepared physically, academically and mentally? COL Alan Bourque addressed Ms. Contreras' inquiry by explaining that the Academy has a Center for Personal Development, which is really the Academy's Psychological Services, almost the same thing you would see at any other university in respect to counseling services. He added that every regiment has a counselor assigned to it and the regimental commander has at his fingertips a 1-800 telephone number for connectivity which Cadets can use to contact a counselor. The counselors are licensed practitioners, both military and civilian Title 10 employees. He added that there are a wide variety of male and female counselors and they spend time with the Cadets when they are out in the field training and relationships develop. It was recognized when the Sexual Assault and Harassment Program was started that this was a necessary requirement. What has also been found, from staff and faculty members coming back from Iraq and Afghanistan, is that it is necessary, so the Academy has imbedded that at West Point as well. COL Bourque added on a personal note that "my son is a yearling; and this is alive and well in the Corps of Cadets, both support internally from their peers and from the services." Congressman Marshall asked COL Bourque if there was a survey conducted which permitted anonymous responses by Cadets and asked them whether they thought their career might somehow be adversely impacted if they were to talk to a counselor about one issue or another? What kind of response do you think you would receive? What is the impression of the Corps? Because historically, sharing information like that was not good news for a career. Congressman Marshall added that he knows of current instances in which Army and Air Force have both docked women on their careers because they were deemed to have suffered trauma which they may not have recovered from when they reported sexual harassment or assault. Consequently when the word gets out that this has happened, then a woman is not going to report an incident. How do you think the Corps would respond? COL Bourque stated that he believes there would be a very supportive response from the Corps because the Center for Personal Development (CPD) information is protected by Health Insurance Portability and Accountability Act (HIPAA) requirements and the Cadets know from Academy education and training that the services are there for their needs and are not tied to Keller Army Community Hospital and not a part of their professional records. Congressman Marshall recommended the Academy conduct a survey to see if COL Bourque's impression is that of the Corps because that historically has not been the case. COL Kruger stated that the Academy can get this information back to the Board. While the Academy does provide the emotional support, under the Cadet Leader Development System, the Academy discusses the development of the human spirit, which is one of the six developmental domains. This program is still very much in its infancy, but the goals and objectives are currently being defined and addressed. As part of a future briefing to the Board, COL Kruger stated that the Academy would provide the entire objectives of the Cadet Leader Development System and how they are accomplished.

This concluded Ms. Contreras' report to the Board. Congressman McHugh asked Mr. Strong to provide his report on the Military/Physical Subcommittee.

e. **MILITARY/PHYSICAL SUBCOMMITTEE REPORT.** As Chairman of the Military/Physical Subcommittee, Mr. Strong began his report by stating that he and Mr. Rainey met with LTC Germain, LTC Jones, COL Smidt and LTC Sarat. He stated that LTC

Jones discussed several points regarding the Military Program. The first points described an effort by the Academy to reinforce further the practical applications of what our Soldiers are learning in Iraq and Afghanistan, by bringing those lessons back to the Cadets. LTC Jones mentioned a number of examples where the Academy is trying to apply that information.

Another topic of discussion was the Commandant's Saturday Training, which consists of four to eight hour sections which the Cadets rotate through and which further reinforce practical applications. Mr. Strong stated that this program has become an ongoing part of Cadet life. The subcommittee also discussed the 360 degree feedback program. Mr. Strong informed the Board that the program seems to be going well and that the one comment which came up is that all of the reports go up the chain of command to the tactical officers for review. Mr. Strong stated that the Academy might want to review that process to eliminate any potential bias resulting from subordinates reporting negative feedback on superiors.

Mr. Strong asked Mr Rainey to comment on another area of subcommittee discussion. Mr. Rainey speculated that there is a fifty-fifty chance that we may bring home another defeated Army. This has happened once before in his lifetime and it took a long time to recover from it. Mr. Rainey stated that, if this war continues without some success or change in direction, then he is afraid that the American people will start either to turn on the warrior or ignore the warrior. He added that he has noticed a distinct anecdotal fall off in the cheers and the seats being given up on airplanes in the last couple of years as this war has gone on. He stated that his concern is that the young Soldiers and Cadets need to be prepared for a time when somebody does not say something nice to them or when they are criticized or called names like some of us were called forty years ago. They need to be able to respond maturely and effectively knowing that they wear the uniform of the United States Army or the uniform of a Cadet at West Point. Mr. Rainey stated that this takes role model training to accomplish and he suggested that the Academy look into doing such.

Congressman Marshall stated that he personally did not experience the problems which Mr. Rainey mentioned, but he did agree with what Mr. Rainey said. "There will be Soldiers who will experience those types of difficulties and it is appropriate to prepare them on how to respond so they are not caught by surprise."

Mr. Strong stated that LTC Jones completed the military portion of the subcommittee meeting by talking about the continued emphasis on Character Development.

Next, Mr. Strong discussed the Physical Program. He informed the Board that LTC Germain talked about a new award which is going to be presented annually. The first presentation of the award will take place in May 2007 by Coach Mike Krzyzewski. The award is titled "The Coach Mike Krzyzewski Teaching Character through Sports Award" and is based upon five attributes; respect, responsibility, integrity, sportsmanship and servant leadership (the ability to put the needs/wants of those around you before your own). A Cadet and a faculty/staff member were identified to receive that award.

The subcommittee also discussed three decisions which the Academic Board recently made. One was to re-sequence the curriculum in order to move the culminating combatives



experience closer to graduation from earlier in the Cadets' academic career. They also discussed changes in the aquatic program, moving it from the first year to the third year unless there are Cadets at risk with respect to never having had swimming experience. Also discussed was Cadet study of nutrition and the need to improve one's diet and maintain such a diet throughout one's life.

Mr. Strong informed the Board that a new study major, Kinesiology, has been established since the January 2007 meeting. This resulted in subcommittee questions to understand better the benefits to the Academy, the Army and the Department of Physical Education. Mr. Strong added that the program appears useful and in the best interests of USMA.

Mr. Strong stated they discussed having a sports program at the Academy during the winter academic term to establish three mandatory "opens" where Cadets could pick what they would want to do. This would help to intensify the Cadet's physical level of activity during that time period. They also discussed the pilot program which Mr. Prosch discussed in his remarks, whereby the Army Physical Fitness Test was going to be administered to Cadets by Cadets. The subcommittee report concluded with a reference to the "remarkable" number of sports and coaching awards which the Academy had recently received.

Congressman McHugh thanked Mr. Strong for his report. The Chairman then stated that the next order of business was the discussion of the Organizational Meeting Transcript.

#### **7. DISCUSSION OF THE ORGANIZATIONAL MEETING TRANSCRIPT.**

Congressman McHugh stated that copies of the Organizational Meeting transcript had been provided for review in the weeks prior to this meeting with an edited version present in member packets. The edited version included changes which were recommended by Mr. Strong. The Chairman noted for the record that there have been some comments submitted by Mr. Rainey on the day prior to this meeting today which could not be incorporated in time for other members to see. The Chairman then reminded the Board of a pertinent rules issue. The Federal Advisory Committee Act (FACA) requires that the Designated Federal Officer (DFO) certify the transcript within 90 days of the meeting and that there is not a provision for an escape from that provision. The Chairman informed the Board that LTC Wurzbach had certified the transcript as it is now. Congressman McHugh added that he, as the Chairman, does not have to accept the transcript under a FACA timeline and he proposed that he would hold his final approval until after other member comments are incorporated. Mr. Rainey stated that he believed that would be an acceptable solution. The motion was seconded by The Honorable Lessey. Congressman McHugh stated that, if the Board agreed, then he would certify the Organizational Transcript upon his review of the incorporation of any additional comments by Mr. Rainey and other members. This motion was unanimously approved.

**8. ADOPTION OF INQUIRY PLAN.** Congressman McHugh recommended, with the agreement of the Board, discussing the adoption of the Inquiry Plan which was scheduled for later in the meeting. Congressman McHugh stated that there was a possibility that a quorum may be lost when some of the Members of Congress have to depart for votes. The Honorable Lessey stated that it made sense and a motion was made by Mr. Strong to adopt the Inquiry

Plan. The motion was seconded by Dr. Younger. The Inquiry Plan was adopted unanimously by the Board without further discussion. The meeting recessed for lunch at noon and resumed at 12:30 p.m. Senator Collins departed after the lunch. LTC Wurzbach took roll and informed the Chairman that a quorum remained in effect.

Congressman McHugh stated that the next order of business was the Academy Updates and asked LTG Hagenbeck to provide his remarks.

**9. ACADEMY UPDATE.** LTG Hagenbeck began his remarks to the Board by reviewing the agenda of items the Academy was prepared to discuss. He added that the information the Academy would provide is in alignment with the Board's Title 10 inquiry directives. LTG Hagenbeck informed the Board that COL Bourque was sitting in for BG Caslen, who was at West Point escorting the Chairman of the Joint Chiefs of Staff who was at the Academy to provide a joint operations briefing to Cadets. COL Colpo and COL Crawford will discuss Fiscal Affairs. LTG Hagenbeck stated that he would talk about the Diversity Office which he formally stood up on April 2, 2007. Officer Retention and Attrition would be discussed in terms of Cadetship and Officership.

The Superintendent noted that several members asked him during lunch about Academy Tiger Teams. LTG Hagenbeck explained that the teams were put together to function as a result of the transition teams which he had brief him during the summer of 2006 when he took over as Superintendent. The Tiger Teams were a matrix organization from across the staff and faculty as well as individuals from outside the Academy. After study and analysis, the Tiger Teams came to the Academy with a variety of recommendations which the Superintendent then referred to the appropriate offices at the Academy to develop further. The Superintendent stated that he had begun to receive implementable recommendations from these offices. He believed most of his decisions on these matters would be made before graduation in May.

LTG Hagenbeck then asked BG Finnegan to provide his update on Curriculum, Academic Methods, and Instruction.

**a. DEAN'S UPDATE.** BG Finnegan began his update to the Board with a briefing on the International Affairs Program. The program involves language instruction and cultural immersion and is integrated within the Academic and Military/Physical Programs. BG Finnegan informed the Board of a Cadet who spent time in Senegal during the summer of 2006 and is typical of what the Academy is trying to accomplish with the International Affairs Program as much as possible. The Cadet accomplished three things: military-to-military contact with an allied nation, cultural immersion, and speaking French at the Military Academy in Senegal. The Dean informed the Board that the Department of Defense (DoD) had established three goals for the Language Transformation Program: Language Proficiency, Regional Expertise, and Cultural Awareness. He added that the Academy is trying to accomplish this with its International Affairs Model. This is an expanded program for the Academy and certainly something which has been done in the past, just not at this level. The Academy has received \$6.3 million from the Department of the Army (DA) to expand Language Proficiency and Cultural Immersion. This is being accomplished in three

ways: curriculum, immersion programs, and research. The Dean stated that the Academy is spending less than \$500,000 on research; however, this is “brand new territory and uncharted waters.” No university has done anything quite like this before, so the Academy is not sure exactly what the effects of the increased language training and the cultural immersion program will be. The Academy needs to do research to benchmark this program and, once that is completed, assess it and see if the Academy is headed in the right direction. A small research office is being set up at the Academy with two or three personnel to assess the program. In a year or so the Academy should know whether it is successful in achieving the goals which DoD has set or if we need to change the azimuth of where the program is headed.

Next, BG Finnegan went over the Academic Program goals with the Board. He stated, while the language transformation initiative is new, the Academy has been involved in Cadet development in language, region, and cultural education for many years. Of the Academic Program goals, effective listening, speaking, reading, and writing skills, culture, and patterns of human behavior are very relevant to the International Affairs Program. He stressed that the Academy is not, and can not be, equivalent to the Defense Language Institute (DLI). He added that USMA will not ever be an academy which makes every Cadet proficient or fluent in foreign language. This is just not possible with the other academic and leader development requirements which the Academy has. The DLI trains individuals to become proficient in a language for immediate needs. The Academy is preparing Cadets to become culturally aware and familiar with a language which they can then take to DLI and become increasingly fluent. The Dean added that the Academy is trying to prepare Cadets to be able to respond to an ever-changing world.

BG Finnegan stated that language instruction is held every other day and that there are language experts who will be joining the Academy staff. He stated that the Academy is hiring approximately 23 additional personnel, most of whom will be foreign language instructors. These personnel will be resourced through DA funds dedicated to language transformation. The Academy has been very fortunate to have Dr. Mahdi Alosch who created the Nation’s best Arabic Language Program at Ohio State University. When Dr. Alosch heard about the opportunity at the Academy, and what it is trying to accomplish, he wanted to come to West Point. BG Finnegan informed the Board that Dr. Alosch has been named as the new Associate Dean for International Affairs. Dr. Alosch is not only a specialist in the Arabic language, but in how to teach foreign languages as well.

Beginning in August 2007, during their first year, Cadets will take a language class five days per week versus every other day. BG Finnegan stated that there will not be as much out-of-classroom work, but more immersion within the classroom. Ms. Contreras asked if this would only take place in the beginning. BG Finnegan stated that it would occur within a Cadet’s first year. He added that most Cadets take their first year of language during their yearling (sophomore) year. In that first year, they would take a language class five days per week. If a Cadet majors in “Math Sciences” or Engineering, the first year would be the only year he or she is required to take a language.

At 1:15 p.m., the Acting Secretary of the Army, The Honorable Pete Geren, joined the meeting. Congressman McHugh welcomed his arrival and reviewed what had been covered during the meeting prior to the Secretary's arrival. The Honorable Geren opted to wait to make his comments to the Board in order to allow BG Finnegan to continue his presentation. BG Finnegan welcomed The Honorable Geren to the meeting and continued.

BG Finnegan stated that approximately 60 percent of Cadets major in Humanities and approximately 40 percent major in "Math Sciences" and Engineering. The percent of Cadets who major in Humanities, starting with the Class of 2010, will be required to take two years of a foreign language rather than one. The first year will be five days per week and the second year will be on an every other day schedule. One other thing which the Academy will be doing for the first time next year (2008) will be to offer a pilot program in Farsi. At this time, there are 30 to 40 Cadets scheduled to take the course.

Next, BG Finnegan briefed the Board on Cadet Immersion. He stated that the best way to learn a foreign language is with immersion experiences. The Academy conducts both short term and long term immersion programs. Cadets are sent for three to four weeks in the summer time. During spring break 60 Cadets were sent overseas for a one week Academy Exchange Program, and then there is the Semester Immersion Program which involves 150 Cadets.

During the Summer Immersion Program there are approximately 430 Cadets who go overseas. Approximately two-thirds to three-quarters of those Cadets are involved in foreign language time while they are overseas. This has increased over the years. The Dean gave a short brief on the USMA women's soccer team which traveled over spring break 2007 to Italy. The team spent 30 days prior to their trip learning Italian through Rosetta Stone software and allocated team meetings to learn Italian culture. In addition to learning a great deal about Italian culture during that short period of time, the team played against the champion team in Rome and defeated them 2-0.

The Semester Immersion Program is something which has grown exponentially. In 2001, the Academy had four Cadets, two in Spain and two in France, who spent a semester abroad. A year ago in the fall the Academy had 22 Cadets participating in the program. This was a "high water mark" for the Academy at the time. This past fall (2006, there were 32 participants. At the present, there are 55 Cadets overseas (14 in China, 14 studying Arabic in either Egypt or Morocco, others spending their time in Russia, Brazil, Chile, France, Spain and Germany). BG Finnegan stated that the Academy is going to continue to expand the program and hopes to have as many as 100 Cadets per semester participating. He added that there is a rigorous selection process to get into the program. In order to be selected to go overseas for a semester Cadets must have a 3.0 GPA in their academic, military, and physical scores (each evaluated separately) and have the approval of both the Dean and the Commandant.

LTG Hagenbeck informed the Board that the Academy has had four visits from senior Chinese officials (Vice President of China, their Vice Chairman equivalent, the Superintendent's equivalent who runs their Military Academy, and their Chief of Naval

Operations) who have come through Washington, DC in the last year. The Academy employed USMA Cadets who had previously spent some time in China, and who were requested by the Chinese officials, to act as interpreters during their stay. BG Finnegan added that the Cadets were phenomenal. Cadet Mary Ellen Boyle (a firstie), one of the interpreters, was a varsity soccer player for four years and spent a semester abroad in China. Cadet Boyle and three others escorted Vice Admiral Wu, and six other Admirals. One of the first things Admiral Wu said to the Dean when he arrived at the Academy was “okay, we have just been to Annapolis and I want you to tell me during this visit why West Point is better than Annapolis.” After about an hour into the visit Admiral Wu told the Dean that USMA Cadets speak Chinese much better than any of the Midshipmen at Annapolis.

The Honorable Geren asked how complete the immersion is; do Cadets live with a family? The Dean stated that the Cadets are at a university; approximately half of the Cadets are at military academies and the other half live at civilian universities. Cadets are living amongst other university students. Typically Cadets are not placed with families, but do have the opportunities to get out with families. Mr. Strong asked if the students they are housed with speak English or the local language away from the classroom. The Dean stated that typically the Cadets room with other Cadets, but they are in groups of students from the country and the Cadets are encouraged to converse using the language of that country. The Dean added that some Cadets even take the opportunity to visit other countries in their free time, which adds to their cultural immersion experience.

Next, BG Finnegan informed the Board that there was a Cadet who spent five weeks in Vietnam last summer (2006). The Summer Immersion Program is a volunteer program and Cadets give up their summer leave to participate in Academic Individual Advanced Development (AIAD) experiences. In 2007, there will be over 400 Cadets involved in the program. Cadets bring their experiences back to the classroom and share them with other Cadets and faculty.

Ms. Contreras asked if the Semester Immersion Program was also voluntary and if Cadets continue with their normal course of instruction throughout the semester. BG Finnegan stated that the program was voluntary and that it is a challenge for Cadets to continue with their normal course of instruction because there are required courses which must be taken at the other universities which they attend. Of the 55 Cadets who are abroad this semester, approximately two-thirds of them are foreign language majors, so they can take mostly foreign language courses and not fall behind in other academics. This is a program run by the Office of the Dean, and the Academy wants participants from other academic majors in addition to foreign language majors. The Dean stated that things have been done with Distance Learning (DL). There are Cadets taking engineering courses with USMA instructors who place webcams in the classroom to record the classes so that Cadets can download them on the internet and receive their instruction in that manner. Ms. Contreras stated “I assume that in the universities in the other countries classes are being taught in the language of that country, not in English?” BG Finnegan stated that it depends somewhat on the language and on the level of proficiency, but many of the Cadets studying in France or Spain will take a course in French Military History or Spanish Military History in that language, and the Academy will count that as a required history course so that the Cadets are

not losing a semester of instruction. Some Cadets do end up having to make up courses when they return and have to overload on their courses the following semester to complete all of their requirements.

Next, BG Finnegan briefed the Board on the research which the Academy has conducted in regard to immersion. He began by stating that Wake Forest has one of the best international programs at this time and that the Academy tries to model itself in part on their program. Wake Forest has a budget of approximately \$250,000 to do this, whereas the Academy's budget is now \$6.3 million. He added that the Academy is in uncharted waters and needs to figure out what it is going to do and assess it. This is where the research piece comes in.

In conclusion, the Dean mentioned that Projects Day will be held on May 3, 2007. On Projects Day capstone projects will be presented by first-class (seniors) Cadets. Providing one example of these projects from last year, Cadets from the Foreign Language Program took a specific topic like Disaster Relief in a particular country and learned what the government and military response was. Particularly for Cadets who were studying Spanish, Portuguese or French, we had Flag Officers from those countries who came to the Academy and the Cadets gave a talk in Spanish about a hurricane to a General from Chile or in Portuguese to an Admiral from Brazil. This is just one more piece of cultural and language immersion which occurs on Projects Day. BG Finnegan invited the Board members to attend a future Projects Day at the Academy if their schedules allow.

The Honorable Lessey commented that all the members are aware of the derivation and origin of the Immersion Program. He mentioned that, of all places, Harvard Law School, which probably has not changed its mandatory first year courses in a century, has just recently added a mandatory first year course in International Law.

**b. COMMANDANT'S UPDATE.** The Superintendent then asked COL Bourque to speak to the Board on the inquiry areas of Military and Physical Instruction. COL Bourque stated that the emphases of changes under consideration for the Military Instruction program are an off-shoot of some of the Tiger Team recommendations which the Superintendent provided to the Academy staff.

COL Bourque stated that the Commandant and his staff are currently looking at the Military Sciences curriculum for restructuring. Just a few years ago it was the initiative of the previous Superintendent (LTG Lennox), to "put the 'M' back in Military Academy" by making Military Science an annual part of the curriculum. COL Bourque informed the Board that the current structure of the course consists of two 20-hour semesters; the class is taught one out of every four days, and is worth .5 credit hours. In the minds of some of the Cadets, this is not as rigorous as some of the other curriculum courses. It is not currently synergistic with the Academy academic model. But the Military Science piece is critical. The Cadets look at Military Science and academic instruction objectively and try to figure out where they can best utilize their time. The restructuring of the course will result in a 40-hour core course during one semester worth 1.5 credit hours. This action will maximize the efficiencies of the core curriculum. What is good about this is that it is closely aligned with what ROTC counterparts are doing. The value of this change to the Academy is that it

provides some synergy, and maybe some time will be gained which can be used on other parts of the core curriculum. There will be some things which can be done to allow for higher level synthesis of the critical skills required of future officers.

Next, COL Bourque informed the Board of other training done outside of the academic year at the Academy in conjunction with Leader Training. One of these is summer military instruction which provides Cadets with knowledge, comprehension and application of the academic year Military Science courses taken over the course of four years. He added that this is a simple training model which is used in the Army. The courses are used as a formulation for “what did I learn last summer and how can I apply it as I move up higher in my leader development model next summer and during the Academic year.” COL Bourque stated that the possible end-state of all of this might be a capstone course which would synthesize the entire Academic, Physical, and Military curriculum in total as a self-identifying concept for each Cadet.

COL Bourque went over the Battle Command Course (LC 402) which is a course the Academy is looking at as a potential Interdisciplinary Capstone Course. This course ties together nicely the Academic, Military, Moral/Ethical and other parts of the Cadet Leadership Development System (CLDS). It falls in line with what the Academy’s strategy is as to how a Cadet will be developed. Instead of having one stove-pipe experience in each of the domains, the idea here is having one synergistic effect at the end where the domains are brought in concert with each other and the Cadets self-determine “okay, here is my professional self identity. This is who I am and what I am about in the whole officership concept.”

COL Bourque informed the Board that General (Retired) Fred Franks, former VII Corps Commander, is the Academy’s visiting scholar for the Simon Center for Professional Military Ethic (SCPME). General Franks teaches such a course currently at the Academy. This is something which was initially started in the MS 400 (Military Sciences) curriculum and is taught to approximately 40-50 Cadets. This course is currently in it’s third year. He added that this is a tremendous course which the Cadets love.

Next, COL Bourque explained how the Academy proposes to build the Capstone experience. He stated that discussions have been held with two Superintendents, two Deans and the Curriculum Committee. He added that the Superintendent’s Transition Team and Tiger Teams, independently of each other, came up with the same conclusion. Again, this would be fully integrated into the 47-month Cadet experience. The basic design would consist of a First Class Core Course, Interdisciplinary content (lessons written by disciplinary experts), Hands-On content (similar to what would be seen in a graduate-type course), staff rides and interactive tactical simulation exercises, and written products. Mr. Rainey asked COL Bourque to define staff rides. COL Bourque explained, as an example, Cadets would be taken to Gettysburg to go over particular parts and aspects of the Battle of Gettysburg. They work in teams and provide presentations on a particular part of the battle. Ms. Contreras asked what is meant by “hands-on content.” COL Bourque explained that hands-on content gets down to actually doing things. For example, Cadets may be doing simulations and experiencing different types of learning in class versus sitting back and receiving a lecture.

In conclusion, COL Bourque went over the Design Committee for the course. The committee is made up of personnel from across the Academy. COL Bourque noted the contributions of Dr. Richard Swain from the Simon Center for Professional Military Ethic (SCPME) who serves as secretary for the committee. He stated that Dr. Swain is the Professor of Officership in SCPME.

**10. ACTING SECRETARY OF THE ARMY'S REMARKS.** The Honorable Pete Geren began his remarks to the Board by stating that he wished he had been able to join the meeting earlier in the day, but he was attending a Senate hearing which ran longer than expected. He stated that, as we look at the future of the Armed Forces and the future of engagement of our country in the world, the focus on cultural immersion and languages is a key part of that future. He added that he is glad to see that the Academy is leading the way and that it is an area in which we have a lot to learn in how to do it well. This is a critical part of our future effectiveness. It has to be done well if we are going to be effective internationally. If we are going to be able to build the kind of coalitions we need, then we are going to have to have the skills we need to fight in the areas throughout the world in which we are asking Soldiers to fight. The Honorable Geren stated that he was glad he was able to hear the Academy's presentation and the Board's inquiry on this topic. He added that he had received a shorter briefing from the Superintendent on this program earlier in the week.

The Honorable Geren thanked the members for their service on the Board and stated that the time they invest in oversight is invaluable. He added that the members' experience, counsel and interaction with the Academy leadership are critically important. He stated that he understands serving on the Board is a big time commitment, that the members are very busy people with a lot of things to do. He knows that LTG Hagenbeck and all of the Army leadership appreciate it deeply and that there is no substitute for the vision which they bring to the problems and challenges which we face.

In conclusion, The Honorable Geren stated that he looks forward to working with all of the members and thanked Congressman McHugh for his work on the Board and stated that it was going to be a very challenging year for the Army as it has been for a long time.

Congressman McHugh thanked The Honorable Geren for his remarks and stated that the Board is looking forward to working with him as well. He added that "we are blessed to have had one of the more spirited meetings in his 13 years on the Board today." He added that, because of the appointments the President has made, this was going to be a better Board and one which will maintain great standards.

The Honorable Geren departed the meeting after hearing the Chairman's remarks.

**11. RESIDENTIAL CONTRACTING INITIATIVE (RCI) OVERVIEW.** The overview was provided by Mr. Ivan Bolden, Assistant for Policy, RCI Program Office, Office of the Assistant Secretary of the Army (Installations and Environment).



Mr. Bolden began his briefing by introducing Dr. Scribner who is a USMA alumnus and is a Managing Director of the firm Jones Lang LaSalle “imbedded” within Mr Bolden’s office. Mr. Bolden went over the outline for his briefing and stated that the point he wanted to leave with the Board was “making a difference,” because privatization of Army housing is truly making a difference in the lives of Soldiers and their families. He added that there are many individuals in the room who helped get the program to this point and that he is very grateful for their support.

Mr. Bolden showed the Board snapshots of what military housing looked like prior to RCI coming along. He stated that approximately 70% of the housing needed replacement or major renovations. Congressional authority was sought and granted in 1996. The Army’s solution to fixing family housing was building homes through RCI. Mr. Bolden briefly went over the vision, goals and objectives of RCI. He stated that homes built through RCI in the Presidio of Monterey, CA for junior enlisted personnel are worth \$1.4 million. Through the program Soldiers and their families can reside in these homes for the cost of their Basic Allowance for Housing (BAH).

Mr. Bolden stated that RCI is a large program and, in the end, approximately 99% of all of the housing in the continental United States will be assigned to this program. He stated that he believed Mr. Prosch spoke to the Board earlier regarding the Academy’s RCI project and added that he hopes to be able to give the Board a more specific briefing on West Point’s RCI status in the future. Mr. Strong asked Mr. Bolden whether the March 2008 date for West Point RCI implementation would be moved back. Mr. Bolden explained that a contract has been awarded, but a formal protest was made and the date probably will move back approximately three months. Ms. Contreras stated that she understood from prior briefings that renovations for homes at West Point had already been completed. Mr. Bolden explained the renovations which Ms. Contreras is referring to were made under the Military Construction (MILCON) program and now the housing would be privatized. He added that a world-class developer will come in and make renovations. He stated that when the Board sees all that is planned for the housing at West Point, they will be amazed. LTG Hagenbeck added that he hopes to be able to share the information with the Board at the July 2007 meeting.

Mr. Prosch stated that, thanks to Congressman McHugh and other members of Congress, the Department of the Army has been able to get over a \$10 billion investment into the program which never would have been achieved through MILCON.

Mr. Bolden stated that with the program more houses are produced faster in a shorter amount of time. He added that, as a former Garrison Commander, if he wanted to build new homes, it would take five to seven years to accomplish. Under the RCI program they can be built within 12 to 18 months.

Next, Mr. Bolden went over some of the highlights of the program. He stated that RCI is not just building homes, it is building communities. A couple of months ago RCI opened the first Town Center in DoD history at Fort Belvoir. The Town Center includes a Starbucks and a Day Spa, similar to anything you would see in Northern Virginia. Mr. Bolden extended an

invitation to the members of the Board to visit and tour Ft. Belvoir if their schedules permit. Mr. Bolden informed the Board of a Boundless Park for handicapped children and wounded warriors which one of the RCI partners built. In addition, the RCI program and its partners have won the following awards: Congress of New Urbanism for Fort Belvoir and the Hawaii project which won the 2005 Project Finance Award for best public-private financing in North America.

Mr. Bolden informed the Board that new homes must meet the Gold SPiRiT rating and must be environmentally friendly. He added that approximately 60% of the contracts are awarded to small/disadvantaged local businesses. Next, Mr. Bolden ran through snapshots of before-and-after housing at various installations. Mr. Bolden pointed out the Fort Stewart Warriors Walk which is in memory of fallen Soldiers. Another thing which the program does is build homes like those you would see out in the communities. For example, in Northern Virginia there are colonial-style homes and at Fort Carson there are western-style homes.

In conclusion, Mr. Bolden stated that great things are being done with privatization and that he is excited about bringing the program to West Point. Mr. Bolden thanked those who have helped with the program and stated that their support is greatly appreciated.

Mr. Strong asked if the costs associated with RCI are materially less than what it would cost the government to do the construction. Mr. Scribner stated that there are two areas which benefit from cost reduction. One is in construction. There are a lot of major construction firms which are building the houses and a 10-15% reduction in the cost will be seen. He added that a larger reduction could be seen but there are federal rules which must be abided by. The second is that we can be much more economical in the areas of operation and maintenance. To date across all of the projects a 20-23% reduction can be seen in the cost to maintain the facilities. Mr. Scribner stated what is great about the program is the company which builds the facilities also maintains them.

The Honorable Lessey stated that he was disturbed to hear about the contract protest, and understands that it can not be discussed, but delay is time and time is money in the construction business. He added that, when there was a protest regarding the Thayer Hotel contract which lasted for over one year, it ran the cost up at least \$1 million. Mr. Prosch stated that the Thayer Hotel was not a part of the program and that the protest for the housing contract would be resolved by July, which is statutory. In the meanwhile, the Army has traditional family housing funding to maintain the current program.

Congressman McHugh stated that this is a process which did not previously exist and that Congress was not about to give the money to the government to do the military conversion because the recapitalization rate was just under 100 years military wide and it just could not be done. RCI has provided the fiscal flexibility which has all of the benefits the members were briefed on today. He added that it is one of the best programs which he has seen in his 35 years in government.

**12. GARRISON UPDATE.** COL Crawford began his update by thanking Congressman McHugh and the other members of the Board for giving him the opportunity to give an

update on the USMA Master Plan. He stated that the Master Plan is a full-time affair at the Academy and that there is an individual assigned to the Directorate of Public Works (DPW) who is a master planner. However, when a major revision of the plan is undertaken as was done in November 2006, it takes approximately one year to complete and an outside Architectural Engineer (AE) to assist. The plan is scheduled for completion in January 2008. COL Crawford stated that, with all of the activities at USMA represented, groups meet and work with the AE's to develop the future of the Academy for the next five to ten years. This includes the outcomes for which the Academy is looking. This is not tied to resourcing, but it helps the Academy to get resources to obtain the facilities and infrastructure.

COL Crawford informed the Board that there are five components which make up the Master Plan. The Installation Design Guide (IDG) is the first component. Based upon the Army Standard Installation Design Guide (ASIDG), USMA takes those standards and creates a unique guide for West Point's Master Plan. For example, the ASIDG states how far curbs should be set back from a street, how far a sidewalk should be from a curb and how many trees you should have, etc. He added that the goal is that, as individuals move from installation to installation, they will see uniformity. This way, as Soldiers and their families move to new duty assignments, they have some awareness and expectation of what they will see at their new duty station. However, it is recognized that West Point is not the same as other Army installations. Because of this, its standards and the local demographics are taken into consideration when preparing the installation design and guide. This guide is provided to the architects to take into account those unique things the Academy wants for signage, color schemes, etc.

The second component is the Short Range Component. This component looks at specific facilities which the Academy has requested the Army to fund. These facilities are Major Construction Programs, which are defined as costing \$1.5 million or greater and are on a five year plan. Requests are forwarded and competed on at the Army level for a limited supply of funds and ultimately the Army informs the Academy what facilities they will fund and for what amount. COL Crawford stated that, of the eight requests submitted, two are funded. The first is the Science Facility, Increment 1 (which means it is a two-year project funded over two different years) with a project amount of \$59 million. The other is the United States Military Preparatory School (USMAPS), Increment 1 with a project amount of \$98.225 million. The facilities which were recommended and not approved for FY 08-09 are projects for which the Academy has a bona fide requirement, but did not receive funding or could have received funding but then, through prioritization and changes in the program, ended up not being funded. This happens because of emergency needs. If adequate funding can not be received in a year, the program has to be tweaked. A large impact on the funding is the global repositioning of forces.

LTG Hagenbeck commented that the Science Facility and the USMAPs relocation are critical to the Academy in terms of accreditation. There is a distinction between that which is programmed and ultimately what funding is received because it is an annual budget which is approved by Congress. He added that the Academy is receiving the proper support for the Science Facility project. LTG Hagenbeck stated that the Preparatory School, as COL Crawford mentioned, must move to West Point from Fort Monmouth and be in operation by

2011. Discussion is still underway and USMA has given a proposal which Mr. Prosch is supporting. There will be some tweaks along the way, but both programs appear to be on track.

Next, COL Crawford went over the Short Range Component for FY10 and FY 11. He informed the Board that the second increment for USMAPS has been approved in the same amount (\$98.225 million) for FY09. The second increment for the Science Facility (\$59 million) has been approved for FY11, as well as the funding for a new Cadet barracks building (\$30 million). COL Crawford stated that the new Cadet barracks is needed today to alleviate overcrowding of current barracks, and will also allow for future growth of the Corps of Cadets. As the new barracks building is completed, it will allow the Academy to vacate one building at a time in the out years and conduct full renovations of existing barracks.

Ms. Contreras stated that the Board had previously toured some of the barracks and that one building (Pershing Barracks) which they saw was in pretty bad shape. Ms. Contreras asked “does that mean those issues will not be dealt with until FY13?” COL Crawford stated that problems have been dealt with and that \$13 million dollars was spent last year (2006) mostly on water infiltration. He added that the money continues to be both what has been spent each year for maintenance outside of the MCA funding, and what last year Mr. Prosch helped the Academy receive, \$13 million additional dollars to work on Cadet Barracks. LTG Hagenbeck added that the funding came out of year-end dollars and it is important to know that there is always some additional funding out there and that the Army has to establish priorities for that funding. Ms. Contreras asked, “if we go back this summer, which we will, will those problems we saw last year be corrected?” COL Crawford stated that they were and that he looks forward to taking the members back through the barracks to show them the renovations. COL Crawford added that, during reorganization week, which follows the holiday break, the Commandant worked hard at identifying everything wrong with the Cadet barracks. As a result, over 2,000 service orders were submitted to Public Works. Public Works employees worked in the barracks seven days a week to fix the problems. COL Crawford made it clear that this does not mean that the barracks are not in need of continuous emphasis on repairs, but it was a surge time to get them up to speed and was a collective effort of the Cadets, USCC leadership and Public Works.

Mr. Rainey informed the Chairman that he and The Honorable Lessey had the opportunity to tour the Cadet barracks when they visited the Academy on April 9, 2007. He stated that Pershing Barracks is essentially repaired.

COL Crawford then covered the Short Range Component for FY12 and FY13. He informed the Board that the second increment for the new Cadet Barracks was approved for FY12 (\$30 million) and that renovations for the Headquarters Fire Station (\$6.5 million), Modernization of Scott Barracks (\$30 million) and a Qualification Training Range upgrade (\$4 million) have all been approved for FY13. COL Crawford mentioned that funding for Shoot Houses and the Military Operations on Urban Terrain (MOUT) facility, which are needed, were pushed back because of the need for ranges for troops who are returning from Iraq and Afghanistan and the enhancement of existing ranges. COL Crawford informed the Board

that there is a conference coming up with the Army G-3 and that USMA is hopeful that those projects get moved up.

Next, COL Crawford reviewed the Long Range Component. This component covers projects which the Academy has identified and wants put into the Army Program, but the window has not opened up yet to submit requests for funding. The timeframe for these projects is FY14 – FY21. All but one of the projects are for Cadet Barracks Modernization. The last project is a roll-up of the facilities which may not have been included in an Athletic Master Plan, for example, a new field for the Lacrosse team. A lot of athletic facilities were listed in the short range plan; however, none of them is currently in for funding but the Academy will continue to fight for those in the Army program.

The Capital Investment Strategy focuses on sustainment (OMA) dollars for maintaining and improving existing facilities. Most of the funding is received each year and at the end of the year additional funding frees up and is made available by DA.

The Real Property Digest is a component which lays out in a macro-fashion what the Superintendent desires in his vision for the installation and also incorporates constraints as well as opportunities. There are a lot of constraints at any Army installation, and at West Point there are a number of them. The Academy is a national historic landmark and is bound by federal law and enforced by the State Historic Preservation Office. One of the ways the Academy helps itself is through the Real Property Digest. Many years ago land uses were developed at the Academy and are basically concentric rings, each ring being defined by its use. For example, the Cadet Zone is the area where the academic and barracks buildings are located. For the most part, this area is completely built out. The Cadet Support Zone consists of facilities which the Cadets do not use as often (i.e. hourly), but use during the day for, as an example, band practice. This is very similar to any municipality which does zoning; not quite as rigid, but very similar. It helps keep a new Post Exchange from being built on The Plain (Cadet parade field).

COL Crawford provided the Board with an update on some of the Academy's projects. He stated that Jefferson Hall is scheduled for completion in March 2008. Once completed the facility will be 150,000 square feet and seven stories high. COL Crawford shared photos of what the building looks like in its current state and of the concept of the completed facility. He added that, when the members visit the Academy in July, they will see at least four or five stories of granite façade. It was mentioned that, through great relationships through friends of West Point who are also on the Board of Trustees at Monticello, there is an agreement to fund, produce and donate museum quality replicas of two items from Thomas Jefferson, to include his writing desk. This will be the only time in history that this will have been done. COL Crawford stated that he would get the Board members as close as he can safely to the structure during the July visit. He added that the project is progressing well and that the super-structure is complete. Bottom line, this project is on time and on budget. The facility will be ready to be occupied and used in the 2008 fall semester.

The Science Center, located in Bartlett Hall, is a project which is funded. Bartlett Hall was built in 1914 and contains Chemistry, Physics and Photonics classrooms, and also

encompasses the existing Cadet Library. Existing laboratories are undersized and overcrowded and do not allow for adequate integration of new technology and equipment. COL Crawford informed the Board that the project will be funded over two years, FY09 and FY11. He added that the Academy is working diligently with the architectural engineering firm in the New York District of the Army Corps of Engineers which oversees all of the construction at the Academy either to bring down some scope issues or to figure out ways to value engineer some funding challenges. He stated that the Army does recognize and support the requirement.

Next, COL Crawford briefed the Board on the Cadet Barracks Program. He stated that the Army standard for barracks for Soldiers is what is called a "1 +1", which is two rooms with a shared bathroom. In order for the Academy to achieve the Army standard it would need to have at least double the amount of barracks it currently has. USMA did a study for "2 + 2" configuration which would be two Soldiers per room on each side sharing a bathroom. In this case, there would be a need for three buildings. At the time the former Superintendent (LTG Lennox) said, if the Academy were given one additional barracks building, there would be two Cadets per room, which is what the standard should be, continuing with common latrines (hallway bathrooms). COL Crawford stated that the big difference during the renovation is that some of the major things which would take place are heating, ventilation, air conditioning, fire suppression systems, gender equity latrines per floor, miscellaneous repairs and seismic. The cost of each barracks renovation will be \$30 million. COL Crawford informed the Board that the new barracks building will be erected in FY11 and FY12. The renovations to existing barracks will take place after the completion of the new barracks building.

COL Crawford gave a brief update on the relocation of the USMAPS. COL Crawford stated that there have been some modifications in square footage and the number of sports fields, but that it will still meet the requirements of USMAPS. He reminded the members of the Board that the new USMAPS campus will be up adjacent to Washington Gate at West Point. The site will be self-contained and include all of the living, academic, and athletic facilities needed for the program. As part of the relocation and building of new USMAPS facilities, the USMA Motor Pool Complex will be moved from its current location to a site on Route 293 across from Camp Buckner.

In conclusion, COL Crawford informed the Board that the Academy is working a couple of options for USMAPS as directed by the Superintendent and Army leadership. One is at Lake Frederick and the other is at Camp Buckner. The AE firm which designed the current plan for USMAPS will provide estimates for the additional locations. This will give the Academy an opportunity to go back to the Department of the Army ("it does make sense to do it or it does not") to consider options in addition to the Washington Gate location. COL Crawford stated that the Army does support what has been briefed to the Board.

Mr. Strong asked "when will this be approved and start moving forward?" COL Crawford stated that it is moving forward and has been approved in the sense that the Academy is doing things such as documentation for the environmental aspect. He added that the funding is programmed but it is a couple of years down the road (FY09).

Congressman McHugh stated that one of the problems from the Congressional level is that over \$3 billion was taken out of the BRAC funding to achieve some fiscal requirements to bring last year's budgetary mess to a conclusion. Frankly, there is approximately a \$3.1 billion hold on BRAC accounts which are undesignated and, until Congress finds the funding, any BRAC project is iffy. He added that BRAC movements are mandated by law and that "most of us agree that it is absolutely essential."

Mr. Prosch informed the Board that DA has \$196 million in the budget and that there are challenges because the BRAC accounts have been cut. He added that DA is doing what is prudent and LTG Hagenbeck is helping to see if there are any **inefficiencies** in the Master Plan.

Congressman McHugh thanked COL Crawford for his update.

**13. PRESENTATION TO DESIGNATED FEDERAL OFFICER.** Congressman McHugh stated that he would have to depart the meeting shortly and was honored to make the following presentation.

"For those of us who have been honored to serve on this Board and for the military personnel in the room, we all know that for the last three years LTC Shaun Wurzbach has been the Designated Federal Officer and has served all of us so very well." Under the current schedule, this is to be LTC Wurzbach's last meeting.

Congressman McHugh presented LTC Wurzbach with a United States flag which was flown over the Capitol on April 13, 2007 in his honor and in recognition of his service to the Nation and dedication to duty. LTC Wurzbach thanked Congressman McHugh and stated "it has been my honor to serve the Board and in the 20 years which I have been allowed to be an officer in the Army, I feel this has been the capstone of my career and I truly appreciate the time that I have been able to share with each and everyone of you. I feel that I have benefited much, greatly learning from you more than you could ever had from me."

Congressman McHugh asked The Honorable Lessey to take over the meeting at 1:54 p.m. and departed for votes.

The Honorable Lessey asked COL Colpo for his update.

**14. FISCAL AFFAIRS UPDATE.** COL Colpo began his update by stating there are two emerging issues within the fiscal area on which the Academy wants to update the Board.

Over the past few years Cadet Ration rates increased slowly, averaging 1.5% to 3% per year. The current daily subsistence allowance for Cadets is \$6.60 and is expected to cover the cost of three healthful meals. COL Colpo stated that the Academy is doing a couple of things to try to fix this. COL Colpo stated that LTG Hagenbeck had recently spoken with the Superintendents of the other service academies and they have concerns with the same type of issues of how much their Cadets are being reimbursed.

COL Colpo informed the Board that this Cadet Ration Fund (\$6.60 per day, per Cadet) is the money used to purchase food, as payment to vendors who provide food supplies for the Cadet Mess operation. Since Fiscal Year 2002, the Academy has had to cut the number of workers in its food operations as a result of a Commercial Activities Study, and has compensated for the manpower loss by purchasing pre-prepared food, which is more expensive. LTG Hagenbeck added that the Academy has been running a deficit in this fund for the last 14 months, as have the other academies. Ms. Contreras asked “does this issue affect the quality of the food the Academy is able to provide?” COL Colpo stated that it does and limits the ability to purchase raw cooking and baking materials which would allow for food to be prepared from “scratch”, so yes it does. Although the Academy has been monitoring the fund, and has been trying to stop losing money, there has not been an increase of complaints by Cadets. COL Colpo added that, when the exchange Cadets come back from the Air Force and Naval Academies they inform USMA leadership that the Cadet dining facility is really good compared to the others. LTG Hagenbeck added that this (\$6.60) is what the Cadets receive per day and on paper you would think the Academy is talking about three meals per day, seven days per week. Those are available over time in any given week, but there is only one mandatory supper during the week, and the breakfast and noon meals are mandatory during the Academic Year on class days. In addition to this, Cadets often find themselves, by choice, purchasing pizza and sub-sandwiches elsewhere out of their own pockets. The Superintendent stated that he is concerned about this over time, because he looks at it from a wellness aspect, talking about physical fitness, etc. He added that one of the things the Academy is looking at is not just the funding, but how can we help ourselves to have a right mix and match of the mandatory meals, which should include not only optional buffets, but a whole panoply of those kinds of things. Mr. Rainey asked where the money is coming from to fund the deficit in the account. COL Colpo explained that this fund has never had a deficit. The Academy has had a series of monthly deficits, although this has recently been rectified. The ration fund built up over \$1 million in cash reserve equity as a result of non-mandatory meals, which provided great flexibility in the management of the fund. However, this reserve was slowly depleted over the past year, sometimes by design. It is only when the depletion became significant that the issue was raised as a serious concern, particularly when the Academy started looking at the possibility of mandatory meals for the week. In addition, during the summer when cadets are in the field training, the ration fund is supplemented by purchases of food from the Operational Ration Fund (Military Pay Appropriation). Dr. Younger asked if there was any thought to privatizing the Cadet Mess. COL Colpo stated that part of the program is privatized. The waiters and scullery workers are under contract. LTG Hagenbeck stressed that the Academy does not want to entertain the notion of complete privatization where this becomes a cafeteria. The Academy uses the Cadet Mess and mandatory meals as a part of the Cadet Leader Development process; senior Cadets sitting down with plebes (freshman). There are a lot of dynamics which are intangible which can not be quantified. COL Colpo mentioned that the Cadet Mess was part of the overall logistics function the Academy competed as an A76 study and the government won the contract as the Most Efficient Organization (MEO).

Next, COL Colpo briefed the Board on Cadet Pay. He began his brief by stating that, when LTG Hagenbeck and Mr. Prosch were Cadets, their pay was equal to 50% of a new Second



Lieutenant's pay. Over time it has decreased to 35%. He mentioned that the Academy is "putting a spotlight on this" and that the Superintendents from the other service academies are also concerned with this issue.

This pay is the pay Cadets receive in order to live. This pay has to fund the cost of their uniforms, computers, books, laundry service and haircuts. After all of that is paid for, Cadets have some discretionary money left over. Ms. Contreras asked for an example figure of how much the Cadets receive in pay per month and if it was different for plebes versus yearlings, etc. COL Colpo stated what is different is their discretionary money. All Cadets receive the same amount of pay (\$845.67) per month, subject to annual increases as approved by Congress and the President for military personnel. LTG Hagenbeck stated that each year the Cadets have more in discretionary funds which are put aside in fixed accounts to pay for the items COL Colpo mentioned. He added that the Academy could give the Board a more detailed breakdown at a later time. Honorable Lessey stated that "a fair way to describe it is, the Cadets never see this. The costs for the items come out of their account, kind of like a credit card." COL Colpo stated that the discretionary amount the Cadets receive gets put into an account where the Cadets have their checking and savings accounts. Over time, the Cadets have paid for their computers, etc. which were mentioned earlier; therefore, the discretionary amount increases.

Mr. Strong stated that he views this as a lower priority than many of the other things the Board and Academy have discussed because Cadet tuition is essentially paid for. Mr. Strong asked "is this important in terms of recruiting?" LTG Hagenbeck stated that there is not a consensus among the Superintendents where this should reside on our list of priorities and is a point well taken, but he thought that it was important for the Board to hear about. Ms. Contreras asked "has a trend been followed to track why we are going backwards versus forward given the rise in the economy?" COL Crawford stated that it got delinked quite awhile ago, not exactly sure when, but that is why the Academy is taking a look at it now.

This concluded COL Colpo's update.

LTG Hagenbeck asked COL Swope to provide her update.

**15. MORALE AND DISCIPLINE.** COL Swope began her update discussing some of the pending drug cases at the Academy. COL Swope caveated what she was about to brief by stating that all of the cases are still ongoing at some stage in the process and that she was limited in what she will be able to discuss with the Board.

Cadet "U", Class of 2008. Charged with illegal use of percocet, larceny and housebreaking. The Cadet chose to resign in lieu of a court martial, and the Superintendent recommended approval. The case is currently at HQDA pending approval by TJAG and General Counsel prior to going to the Secretary of the Army for Manpower and Reserve Affairs (SECARMY M&RA) for final action. COL Swope stated that she expects final action will be taken sometime before graduation 2007.

Cadet “V”, Class of 2009. This is a completed court-martial currently in the post-trial phase. Cadet “V” was charged with distribution and use of cocaine. He was court-martialed March 3, 2007 and sentenced to 12 months confinement, separation from the service and forfeiture of all pay and allowances. There was a pretrial agreement which LTG Hagenbeck approved limiting his confinement to eight months. The Superintendent should be taking final action on the case within the next four to six weeks. Cadet “V” is currently in confinement at Fort Knox.

Cadet “W”, Class of 2008. Charged with use of cocaine and submitted a resignation in lieu of court-martial. The Superintendent has recommended approval and the case is also at HQDA working its way through the process.

Dr. Younger asked “how often is the Superintendent’s recommendation overruled by DA?” LTG Hagenbeck and COL Swope stated that it is seldom overruled. LTG Hagenbeck added that in his two years as Army G-1, the Superintendent’ recommendations were never overruled.

Cadet “X”, Class of 2010. This Cadet has a laundry list of offenses of use and distribution of cocaine on post. His Article 32 investigation is pending and the Academy is working its way through the pretrial and court-martial process.

Mr. Strong asked “what is an Article 32?” COL Swope explained that it is a pretrial investigation which has to take place whenever there is a general court-martial offense. It is similar to a grand jury.

COL Swope added that Cadet “X” was a turn back last year for an honor violation and was originally Class of 2009.

Cadet “Y”, Class of 2010, is also a pending case. Charged with use of cocaine, he had indicated his intent to resign, but the resignation paperwork has not been received as of this meeting. COL Swope pointed out that Cadet “X” and Cadet “Y” and one other case are co-accused in the sense that their offenses are inter-related.

Ms. Contreras stated that she is huge on teaching lessons and talking through lessons learned. “After these cases are finalized and closed, does West Point use these cases and others to teach Cadets and in detail talk about it and how it could be prevented?” COL Bourque stated that, within the boundary to work with, such as not using names, the cases are used within the Professional Military Ethic and Character Development instruction. He added that there is nothing more real to a Cadet than what has happened to a Cadet he personally knows. COL Bourque added that this is done during all four years at the Academy in many ways, shapes and forms, and that the Academy might use the same case in three different versions just to make a particular point based on the case.

Mr. Strong stated that the Academy has a “zero tolerance” policy for substance abuse. He asked “if someone has clearly been abusing it, are there ever exceptions made, and if so, what are those kinds of exceptions?” LTG Hagenbeck stated that he is not aware of any

exceptions and added that each case is looked at independently in and of itself, but that the Academy does advocate the “zero tolerance” policy.

COL Swope informed the Board that the Academy runs a urinalysis program as does the rest of the Department of Defense, and random testing is conducted by a particular company all the way up to testing the entire Corps of Cadets if the Academy so chooses. She added that tests are done for a number of substances which are not discussed, but that Cadets are aware that they are subject at anytime, as any Soldier could be, to a random urinalysis. Those results are used to tell us how our drug education program is doing and whether there is a problem which needs to be addressed. Ms. Contreras asked “by practice, how often has that happened, once or twice per year?” LTG Hagenbeck stated that it happens much more frequently than that. COL Bourque added that at least 10% are randomly tested each month, but a total of 100% have to be tested over the year. He stated that he could choose to do 50% at one time if he wanted; it is up to him as the Commander to decide that, but that each Cadet must be tested at least once per year. LTG Hagenbeck added that everyone is subject to the testing, including Staff and Faculty.

COL Swope stated that courts-martial are a public event and the results are publicized to the Cadets and the community. The community at large can use the information to discuss with the Cadets they sponsor and stress the fact that this is not acceptable behavior.

Cadet “Z”, Class of 2010. Charged with use of cocaine and submitted his resignation in lieu of a court-martial. LTG Hagenbeck recommended approval and the case is pending approval at HQDA.

In conclusion, COL Swope informed the Board that there was some concern when the Academy had six cases which came up within a relatively brief period of time and, while it is somewhat unusual to have that many in a short period of time, over the last 13 to 14 years, six is the most common number of positive urinalysis’ cases. There have been some years where the Academy has had zero drug cases and there was one year when there was a high of eight. Looking at trends, marijuana use was more prevalent 8 to 10 years ago, where as cocaine is now the drug of choice for the Cadets. The Honorable Lessey commented that that reflects society as a whole.

Mr. Rainey asked if the Cadets have gotten involved with methamphetamines. COL Swope stated that there has not been evidence of use. Ms. Contreras asked “have any of the cases been reported by another Cadet or were they all the results of urinalysis testing?” COL Swope stated that they have all been the result of urinalysis.

**16. BUSINESS TRANSFORMATION.** COL Colpo informed the Board that the Academy is trying to help itself become more efficient, have a better understanding of its processes, and, as of today, there are 88 project sponsor Black Belt and Green Belt trained Lean Six Sigma personnel at the Academy. There are 53 projects ongoing and on May 14, 2007 eight of those projects will be briefed to LTG Hagenbeck. Many of the programs are focused on identification card processes, issuing academic books, etc. He added that what the Academy is trying to do is to instill in our culture the ability to do some Lean Six Sigma activities and

help the Academy with its bottom line. COL Colpo stated that, whatever money can be kept, whatever positions can be saved, the Academy can put them elsewhere within the organization. He added that the program has been successful so far, and in the summer of 2007 the Academy is going to go back and look at future projects on which leadership wants to focus.

COL Colpo stated that all of the organizations represented, Garrison, Dean and Commandant, etc. have individuals trained so the program is infused within the organization. He added that some of the individuals who received the training are permanent and/or rotating faculty. He believes sending the Lean Six Sigma trained rotating faculty into the Army will be a benefit to the Army as a whole. COL Colpo informed the Board that the Department of Systems Engineering had a pilot project with five Cadets taking a look at the Cadet Mess Hall, and those five Cadets are green belts.

Mr. Rainey asked COL Colpo to define green belt and black belt. COL Colpo stated that it is the level of expertise in understanding and executing programs and projects within Lean Six Sigma. Black Belts have four weeks of steady training and a more complicated project, whereas Green Belts have two weeks of training and a less difficult project.

**17. USMA LEADING DIVERSITY OFFICE.** COL McMahon provided the Board with information on the newly established office. She reiterated previous statements that the Academy is strong, healthy, in the fight, and committed to promoting diversity and ensuring a culture of inclusion. She added that the Academy leadership does acknowledge challenges, not only at USMA, but at the other service academies and institutions of higher learning. She stated that the Academy's commitment to the program is unwavering.

The office was formally stood up on April 2, 2007 and is led by COL McMahon. COL McMahon stated that the office focuses on teaching Cadets, staff and faculty, and civilian personnel about diversity principles, better preparing all who experience West Point in any fashion for a diverse culture and society. She added that the Academy would like to see an institutional culture in which Cadets, staff, and faculty understand diversity principles and value individuals across the full range of cultural, gender, religious, military branch and other differences.

The Academy would also like to see an inclusive West Point community which nurtures understanding, learning, and growth such that all members work to their full potential. Subsequently, the Academy would see demographic diversity statistics at all levels which are representative of the needs of the Academy and the Army. COL McMahon stated that, in essence, the USMA Diversity Office is following the lead of the HQDA Diversity Office which stood up last year (2006), and feels that, because of the intellectual leverage resident at the Academy, in the Department of Behavioral Sciences and Leadership and the Department of Sociology, the Academy can support the Army in looking at some of those areas as well.

COL McMahon informed the Board that a representative from Morgan Stanley was invited to be a guest speaker in the Department of Behavioral Sciences and Leadership courses and representatives from the Diversity Office also meet with her. COL McMahon added that the

Academy received great ideas about managing “Affinity Group” (race, gender, ethnicity, religious preference, sexual orientation, age, etc.) programs and things of that nature.

Next, COL McMahon went over the structure of the office. Currently assigned are the Director (COL McMahon), a Deputy Director (MAJ Capozzi, Equal Opportunity Program Manager) and a Non-Commissioned Officer in Charge (NCOIC, SFC Gardner). COL McMahon added that an Education Director and Administrative Assistant/Web Manager will be hired in the future. Overtime, one of the long-term goals is to integrate other existing agencies (i.e. SCPME, USMA Chaplains) which are in existence at the Academy. She informed the Board that there are already some offices in place at the Academy which look at diversity (Faculty Council Diversity Subcommittee) and that the office also plans at looking into how it can best leverage planned organizations. For example, there used to be a Human Resources Council which met on a quarterly basis. She added that it might be a way to meet the potential goals of the program.

COL McMahon informed the Board that she has been able to establish contact with diversity representatives at the other service academies. She added that the Coast Guard Academy has a program which has been in operation approximately one month longer than the program at USMA, and that they have some great ideas about developing equity scorecards and looking at the programs across the Academy to promote equity across all levels.

Ms. Contreras asked COL McMahon who she reports to as the Director. COL McMahon stated that she reports directly to the Superintendent and will be reporting to him on all of the office’s planned future successes.

Next, COL McMahon went over the Academy’s current demographics. She stated that first the Academy has to look at what demographics are important to them. Clearly, the Academy can not look at every aspect of diversity and incorporate it because we need to look at what our mission is and then pick the characteristics which will support the mission. COL McMahon discussed physical or medical limitations, age, and sexual orientation are areas we can not encourage diversity, where as some of the more traditional areas which will be included in our program are race, ethnic background and gender. She said that some of the other areas the Academy will be looking at are religion, age and branch/MOS, which is an important piece to the Cadets as they go through their experience when picking the particular branch/MOS they choose to go into when they graduate. COL McMahon informed the Board that the Academy maintains approximately one-half the level of minority representation across the population of this country, with the exception of the Asian minority group. She added that the admission goal of the Academy for women is 14% to 16% and the Corps of Cadets is currently at 15%. The African- American goal is 7% to 12%, and the Corps of Cadets is currently at 6%.

Ms. Contreras stated that, in the structure of the office, she noticed the Women’s Advisory Committee, a Hispanic Advisory Committee and an African-American Advisory Committee. She added that there are a large number of Asian-Americans and asked when that group would be added. COL McMahon stated that Ms. Contreras made a great point and that a committee should be added.

Mr. Strong asked “do we have research which describes to us why African-Americans and Hispanic-Americans are underrepresented at USMA as compared to their respective percentages of the entire US population? COL McMahon stated that the Academy has looked at statistics and, in fact, there was a Diversity Leadership Conference in April 2007, which had been in the planning process for a year. The Academy brought in a number of leading experts in the field and focused on the African-American minorities. The focus was looking at how the numbers had been decreasing in society and that there are a number of studies out there. Historically, in the Army, there has been a higher percentage of African American participation (up to 20% at one point) which traditionally drops, especially when there is a conflict.

LTC (P) McDonald from Admissions stated that one of the dynamics which the Academy has seen over the last 10 to 15 years is that the Standard Aptitude Test (SAT) score component, particularly in the African-American community, has dropped. In 2005, 177,000 high school seniors took the SATs; only approximately 10,000 of those African-Americans who took the test met the initial standards to be entered into West Point. LTC (P) McDonald added that, with the Hispanic-American community, there is not that significant of a drop off in scores; in fact, that population is increasing. In addition, LTC (P) McDonald informed the Board that the Academy does have other issues with both of those communities, especially the African-American community; the propensity to serve began to drop off over the last five years, as well as the support of their communities. LTG Hagenbeck stated that, in his view, this has been done cyclically and has never been institutionalized and done very well. He added that he was part of putting together the HQDA Diversity Office when he served as the Army G-1 and that the USMA office is being put together “out of hide” (no additional personnel) and from a strategic view point, not looking at today or in the rear view mirror what the numbers look like, but trying to look to the future and recognize demographics for the country are changing dramatically. LTG Hagenbeck stated that “it is incumbent upon us to get ahead of the curve, and that we do not want an officer population which looks different than America and the United States Army.” LTG Hagenbeck stated that there are a lot of initiatives and that COL McMahon will be heading this up for the Academy and will track the demographics and report back to the Board and the Army at large on how the Academy is doing.

COL McMahon stated that, among some of the specific initiatives discussed at the conference, it was noted that, to select the best personnel, the Academy has to go out and lure in the qualified applicants. This means going beyond mailings, and getting some of the successful African-American and Hispanic-American junior and senior Cadets out into their hometowns and communities talking to the influencers (parents, preachers, etc.).

Next, COL McMahon shared faculty demographics with the Board. She stated that the Academy has recently developed a tracking database for each individual Academic Department so they can store the information and capture the individuals being signed up for graduate school and how that will play into future year statistics. At present, the Academy faculty is at 12% minority and 17% women. COL McMahon stated that it is important to keep in mind the demographic of “green suiters” versus civilians as well.

COL McMahon stated that religious diversity is also an important demographic at USMA, as diversity in religious programs fosters respect. There are 68 different types of religious preferences which have been self-reported. Approximately 52% are of various Protestant faiths, 36% Catholic, 2% Jewish, and 1/2% Muslim, Buddhist and Atheist each. 5% of the cadet population did not list a religious preference. Other highlights are that there are no Cadet accusations of pressure to support one religious preference over another. COL McMahon added that the Academy does have chaplains to represent the Protestant, Catholic and Jewish faith groups, and understands sensitivities of ministering in a pluralistic environment.

In conclusion, COL McMahon spoke about teamwork at the Academy. She emphasized that the bottom line at the Academy is the need to value each other and work respectfully together, to pull together to educate, train and inspire. Diversity principles promote leveraging the differences of the individuals who make up a team, whether they are men or women, African-American or Hispanic, Methodist or Jewish, etc. This will ultimately lead to greater effectiveness, particularly given the global mission of the customer, the recipient of our leaders of character, the Army. COL McMahon added that many Cadets gathered around Dr. Price Cobbs after his lecture to the Class of 2010 at the recent Diversity Leadership Conference. Dr. Cobbs is a renowned author, psychiatrist and CEO of Pacific Management Systems. She added that the impact was not so much Dr. Cobbs presentation, but how he answered the tough and insightful questions which the Cadets asked.

Ms. Contreras commended LTG Hagenbeck for taking the issue of diversity and raising it to this level and creating this office. She added that in her career she has found that organizations which really do begin to make an impact in changing their demographics do just that.

**18. OFFICER RETENTION.** LTG Hagenbeck stated that the question has come up, as it does routinely and on an almost regular basis, “how are we doing retaining our graduates over time?” LTG Hagenbeck added that there have been some articles in a variety of media outlets which indicate that the Academy is not doing very well. The Superintendent stated that the Academy has been doing pretty much the same since the first Gulf War. The Academy often gets compared, at certain times, with ROTC or OCS and the Naval and Air Force academies. To compare, in regard to retention, with the other two service academies where USMA is at the 8 or 10 year mark, is extraordinarily misleading. This is because the vast majority of their populations incur additional active duty obligations because of pilot training. Therefore, those graduating classes are committed to 8 to 10 years of active duty service depending on what field they enter. USMA graduates were committed to five years up until two years ago.

LTG Hagenbeck informed the Board that officer losses occur at two critical times. Most officers get out at their 4 to 6 year obligation (approximately the same rate as ROTC graduates). At the 20-year mark, clearly, officers have made the Army a career. “Is this good or is this bad?” The Superintendent stated that this was a judgment call and that his answer to GEN Schoemaker two years ago was that “we need to have enough personnel so

that the Army can choose who ought to stay or go.” There is historical data which indicates who will leave, but there is some by which the Army should be able to make those kind of choices, and that varies over time. LTG Hagenbeck stated that “we” had all come to the conclusion that we needed to find a way to push this out from the five year mark to a little later. Why? Prior to the first Gulf War most commissioned junior officers commanded a company somewhere between the six and eight year mark. The Army stayed at a slightly higher retention rate than prior to the first Gulf War. Officers had that experience and then made decisions on whether they were going to stay or go. Because of a variety of things which have changed in society and economics as well, which drives a lot of this, junior officers are making those decisions before their four to five year Active Duty Service Obligation (ADSO) is completed. Junior officers are actively being recruited by major corporations. Therefore, the Army is competing against a booming economy over time.

LTG Hagenbeck told the Board that “The Army surveyed over a two year period of time what would it take to convince young officers to stay beyond the four to five year mark so they could experience company command, which, the Army believes, is when officers decide they like “this business” or not.” LTG Hagenbeck stated that a great program was offered, based on what the young officers were coming back and telling leadership. They would volunteer to extend their active duty service obligation by three years, to match their eight year military service obligation, in exchange for the option to attend a graduate program of their choosing between their sixth and eleventh year of service. With this graduate program, and branch, and post for service programs, we now have more than one-third of our graduates volunteering to extend their active duty service obligation by three years. As a result, we expect that the Army’s retention of our graduates (Class of 2006 and 2007) will increase from a historical average of 41% at eight years of service to 56% or 57%. The guarantee of graduate school is made contingent upon officer performance and promotion to the grade of Captain. The Academy believes these incentives are good for everyone involved. The Superintendent added that one of the reasons that there is a shortage of officers is because the Army is growing; the structure changed, and officers can not be created over night.

In conclusion, LTG Hagenbeck stated that he is optimistic that the Academy is going forward and will do much better in the coming years as a result of these particular programs. He added that West Point can only do so much. The Academy’s job is to train, educate and inspire/motivate the individuals for a career in the Army and is doing so better than in the past. However, at some point the graduates are handed over to the US Army and their personal experiences will make the determination as to whether they will stay or not. This is a shared responsibility and DA recognizes that. LTG Hagenbeck stated that a more detailed update could be provided to the Board by the Office of Economic Manpower and Analysis.

**19. USMA BATTLEFIELD LOSSES.** In response to an inquiry by The Honorable Lessey since the January 31, 2007 BoV meeting, LTG Hagenbeck provided statistics to the Board; since 9/11, 28 classes have been impacted by casualties in Iraq and Afghanistan with 49 USMA graduate deaths and 208 injuries of which seven were very serious and nine were serious. The Superintendent stated that every death or injury is tragic and could be put into



perspective, but that he would be careful not to do that because it sometimes trivializes it in some respects and that you have to be cautious.

LTG Hagenbeck stated that the news the previous evening stated that 56 Soldiers and Marines have been lost since mid-November 2006 in Iraq. The local morning news on April 25, 2007 stated that in January 2007 up until this date there had been 50 murders in Prince Georges County (MD), which is right around the corner from the Capitol. Again, you can not compare apples and oranges, but there are some distinctions worthwhile thinking about in many terms.

LTG Hagenbeck asked LTC (P) McDonald for the numbers on the incoming Class of 2011. LTC (P) McDonald informed the Board that as of April 19, 2007 there are 56 African-Americans who have been accepted for admission to the Academy, which is more than double the number of applications at the same time last year. The good news is the trend is going up. Ms. Contreras asked the status of Hispanic applications. LTC (P) McDonald stated that there are 109 versus 57 from last year. Women applications are 183 versus 122. Again, these are accepted applications as of April 19, 2007 and the deadline for application is May 1, 2007, so there should be a rise in the numbers.

This concluded the Academy Update.

The Honorable Lessey asked if any of the Board members had further questions or comments. Mr. Rainey stated that it is important to know that South Carolina is now sending the 218<sup>th</sup> Brigade Combat Team (National Guard) to Afghanistan. The 218<sup>th</sup> has approximately 1,800 members and, of those, over 400 personnel were so close to the end of their enlistment or commitment they had to sign waivers to go with their units. This speaks volumes for the continuing high state of morale and devotion to duty.

**20. REMAINING BOARD BUISINESS.** Mr. Strong stated that today's briefing was superb.

Senator Landrieu arrived at 2:45 p.m. Senator Landrieu apologized for not being able to make it to the meeting earlier and stated that she wanted to vote "yes" on the Rules revision. This was acknowledged and recorded by LTC Wurzbach. LTG Hagenbeck stated, if there were anything Senator Landrieu wanted to discuss after the close of the meeting, the "Subject Matter Expert(s)" would stay behind to speak with her.

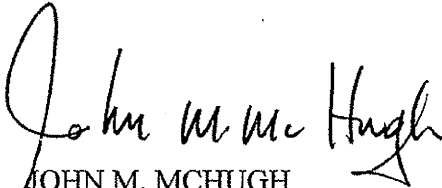
Ms. Contreras personally thanked LTC Wurzbach and stated "his ability to engage the Board members on a personal level and connect with us, I personally believe this has been very helpful. I wish you the best and I am sure you will be great wherever you go and you will be missed by us."

The Honorable Lessey stated that he had omitted one thing from his Academic Subcommittee update, and that was that he had spent a day at the Army Heritage and Education Center (AHEC). He encouraged any coordination that the Superintendent might have with the Center in the future.


The Honorable Lessey mentioned, in regard to the writing of the Annual Report, that maybe the Academy Response does not have to wait until just prior to the publication of the next report. He raised the question if the Superintendent would think about when the Academy would like to reply to the Board on recommendations it has made throughout the year. LTG Hagenbeck stated that was a great comment and, in fact, during lunch he and Congressman McHugh talked about it and will come back with a recommendation on all of the topics from Title 10.

The Honorable Lessey thanked everyone for attending the meeting. He stated that he looked forward to seeing all of the members at the July meeting. In addition, he complimented all of the staff responsible for the audio visual arrangements which were the best in recent memory.

The Honorable Lessey asked if there was a motion to adjourn the meeting. Upon motion duly made, seconded, and approved, the 2007 Spring Meeting of the United States Military Academy Board of Visitors was adjourned.



JOHN M. MCHUGH  
United States Congressman  
Chairman, USMA Board of Visitors



SHAUN T. WURZBACH  
LTC, United States Army  
Designated Federal Officer,  
USMA Board of Visitors

AIDFO

UNITED STATES MILITARY ACADEMY BOARD OF VISITORS

*Spring Meeting*

25 April 2007 (0800-1500)

Rm B318, Rayburn House Office Building

Washington, DC

**Uniform: Military – Class A; Civilians: Coat & Tie**

**AGENDA**

- 0800-0830 Welcome Reception (continental breakfast)
- 0830-0835 Members disburse for Subcommittee Meetings (*to be escorted by USMA SMEs*)  
Quality of Life: Room 2218  
Academic: Room 2216  
Military/Physical: Room 2226
- 0835-0930 Subcommittee Meetings
- 0930-0935 Members enroute to Main Conference Room (*escorted by USMA SMEs*)
- 0935-1000 Call to Order/Administrative Remarks/Roll Call (Congressman McHugh & LTC Wurzbach)
- 1000-1015 Remarks by the Acting Secretary of the Army or representative
- 1015-1145 Board Business
- Subcommittee Reports
  - BoV Inquiry Plan
  - Proposal to Board – subcommittee additions
  - Board Rules
  - Approval of Organizational Meeting Transcript
- 1145-1215 Lunch and refresh
- 1215-1430 USMA Updates
- Cultural Immersion/Language Program
  - Consolidation of MS Courses
  - Capstone Course
  - RCI Overview
  - Changes/Updates to USMA Master Plan
  - Cadet Pay/Ration Account
  - Morale and Discipline (Drug Cases)
  - Diversity Statistics for Cadets and Staff & Faculty

- Business Transformation
- Officer Issues

1430-1500 Remaining Board Business

1500 Adjournment

# **USMA Board of Visitors**

**25 April 2007**

# Call to order / roll call

# Agenda

- Board Business
- Remarks by Secretary of the Army
- USMA Update
- Remaining Board Business / Adjourn

# Board Business



# Remarks by the Secretary of the Army's Representative

# Superintendent's Update

- Curriculum, Academic Methods
- Instruction
- Physical Equipment
- Fiscal Affairs
- Morale and Discipline
- Other Matters

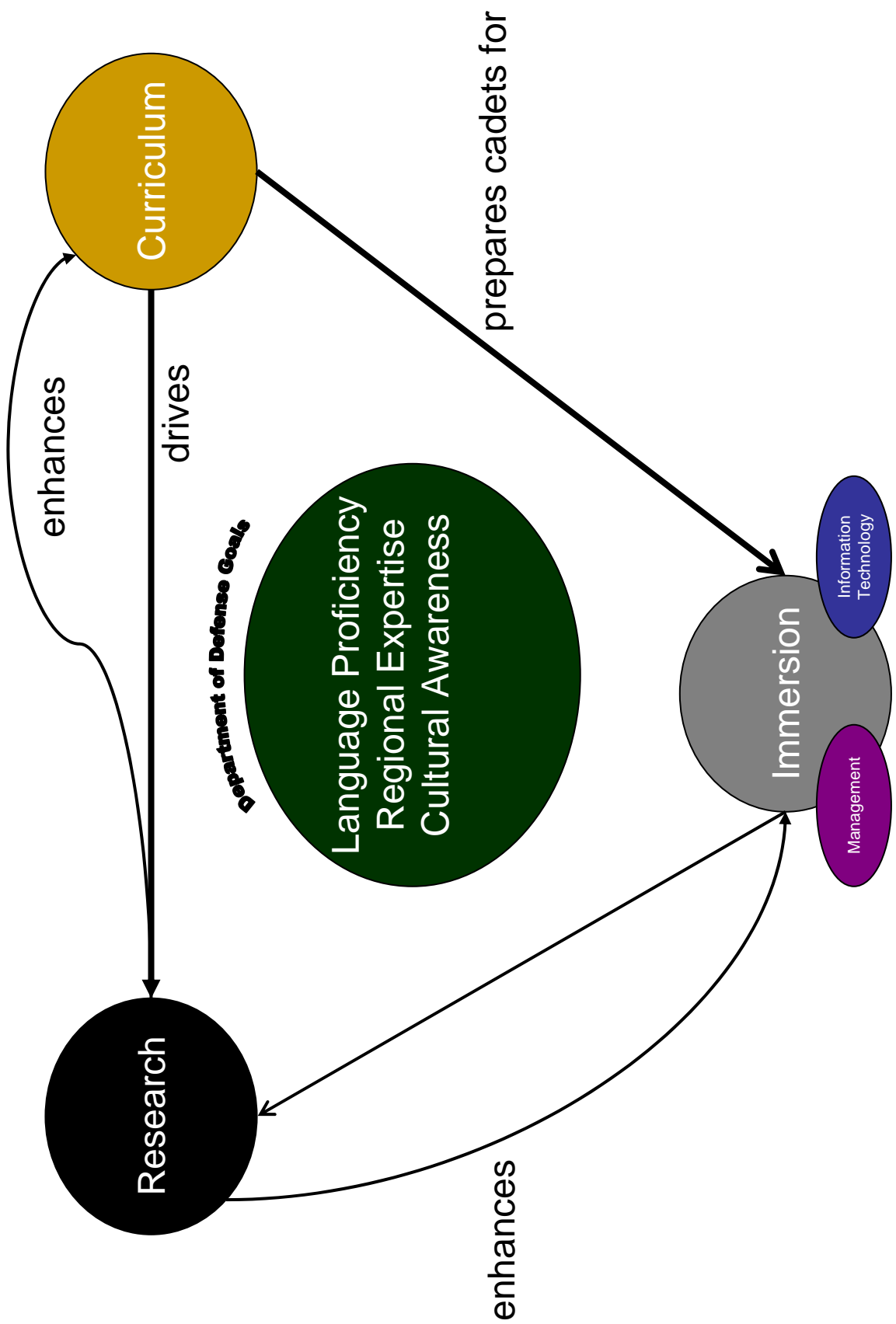
# Curriculum, Academic Methods

# International Affairs

25 April 2007



# International Affairs Model



# Academic Program Goals

**Graduates** anticipate and respond **effectively to the uncertainties** of a changing technological, social, political, and economic world.

As Army Leaders, they:

**demonstrate:**

Creativity

Moral awareness

Commitment to continued intellectual development

**Effective listening, speaking, reading, and writing skills**

**understand:**

**Culture**

History

**Patterns of Human Behavior**

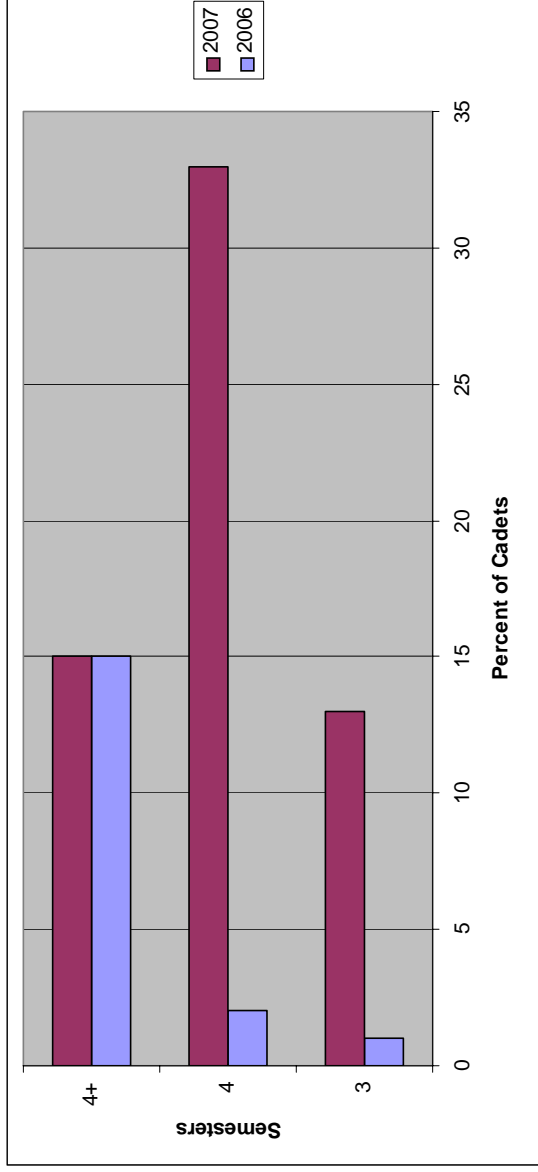
Mathematics and Science

Engineering and Technology

Information Technology

# Curriculum

- Language Instruction is transforming from 2 ½ days a week to five days a week.
- Humanities and Social Sciences majors will take two additional language courses in most cases.



# Cadet Immersion

- Growing Short term immersion opportunities (**430 cadets per year**)
- Growing Semester immersion programs (**150 Cadets**)





# Cadet Immersion Example



*Even living next to New York City my whole life, I was unprepared for the frantic pace of Vietnamese culture. As I gradually adjusted, I became fond of this hectic lifestyle which oozed a sort of seductive charm in its chaotic nature. Where the American culture can be seen as a sort of stately waltz, in its methodical, even-paced approach to life; the Vietnamese approach life more as a salsa with rapidly changing tempos and a slim veil of organization containing a rippling mass of activity.*

**CDT Paul Wistermayer**

# Research (Assess and Innovate)

## Research

- Effect of five day a week training on language proficiency
- Metrics for Cultural Awareness and Regional Expertise
- Effect of Short Term Immersion (2-5 week) on language proficiency, cultural awareness, regional expertise.
- Effect of Long Term Immersion (semester) on language proficiency, cultural awareness, regional expertise

## Assess

- Integration into CLDS
- Integration into Assessment Steering Committee and Academic Goals
- Effect on integrity of 47 month cadet experience
- Effect on cadet summer scheduling
- Effect on cadet graduation requirements
- Effect on faculty availability over summer

# Instruction

# **Military Science Restructure**

- **Current MS Structure**
  - 2 X 20 hour semesters
  - Class taught 1 out of every 4 days:
  - .5 credit hours
- **MS Restructure**
  - 40-hour core course; one semester
  - 1.5 credit hours

# Proposed MS COA



**In conjunction with:**  
Leadership Positions  
4/8 Hour Training  
Summer Training

Application

**MS 400**

Comprehension

**MS 300**

Knowledge

**MS 200**

**MS 100**

CST Detail  
MDS/ AIAD  
DCLT/CTLT

CST Detail  
MDS/ AIAD  
DCLT/CTLT

CFT

CBT

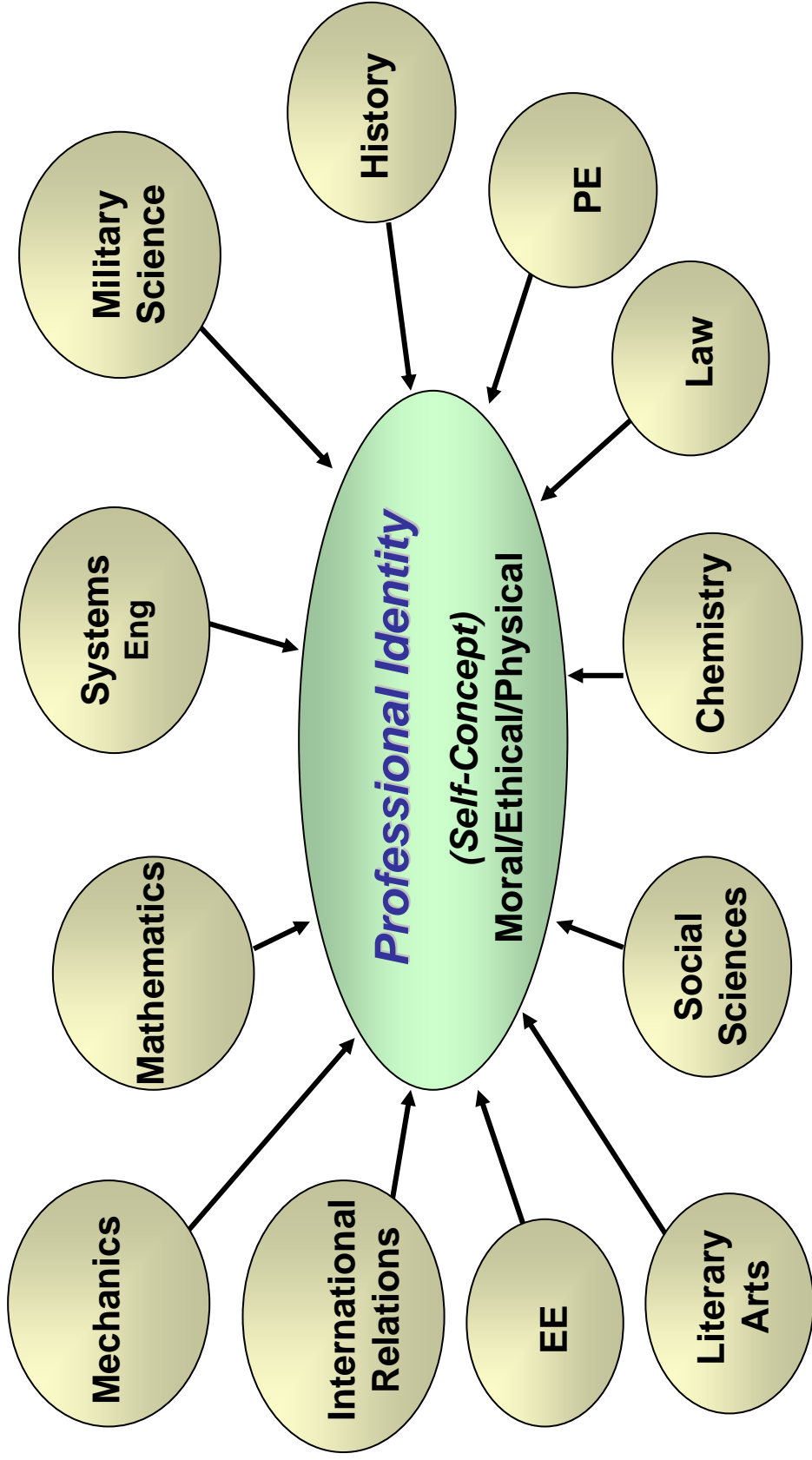


# LC 402

## *Battle Command*

**Interdisciplinary Capstone Core Course**

# The Ground at West Point



*"The Military Academy owes its graduates a common integrating experience just prior to graduation to achieve the internalization of a shared self-identity of Officership. Such an experience will better help cadets synthesize the abstract knowledge of the classroom into a more coherent self-concept of what it means to be an officer engaged in the very real duties of Battle Command on battlefields of current and future wars." GEN (R) Fred Franks: A Modest Proposal for Transformational Change – Progress Report*

# Proposal Builds on Experience

- Visiting Scholar *Battle Command* Classes in MS 498, Annually AY 2002-3 to 2004-5.
- Three years offering MS 497, *Battle Command: 40 Hour Elective*, Spring term 2005, '06, '07.
- Discussions with two Superintendents, two Deans and the Curriculum Committee chaired by COL Betros.
- Supe Transition Team and Tiger Team Recommendation
- Fully integrates the four-year program in conjunction with the entire 47-month cadet experience.
- Allows for higher level synthesis of the critical skills required of future Second Lieutenants.



# Course Design

- **First Class Core Course** – “Transformational” course based on the 47 month experience.
- ***Interdisciplinary* content:**
  - Lessons written by disciplinary experts
- **Hands-On Content**
- **Focused staff ride**
- **Written products**
- **Interactive simulation tactical exercise**
- **Staff Ride**

# Design Committee

- Mentor: General (Ret) Fred Franks (Designated by Supe)
- Steering Committee:
  - COL Boone, Director, SCPME
  - COL Ragsdale, Vice Dean
- Design Committee
  - COL Daniels, DPE
  - COL Sweeney, BSL
  - LTC Girard, EECS
  - LTC Kewley, SE
  - LTC Ohlson, CEP
  - MAJ Olsen, History
  - MAJ Shekleton, SOCSCI
  - MAJ Nawoichyk, DMI
  - Dr. Swain, SCPME, Secretary

# Physical Equipment

## Residential Contracting Initiative Overview

# Fiscal Affairs

# Master Plan Update

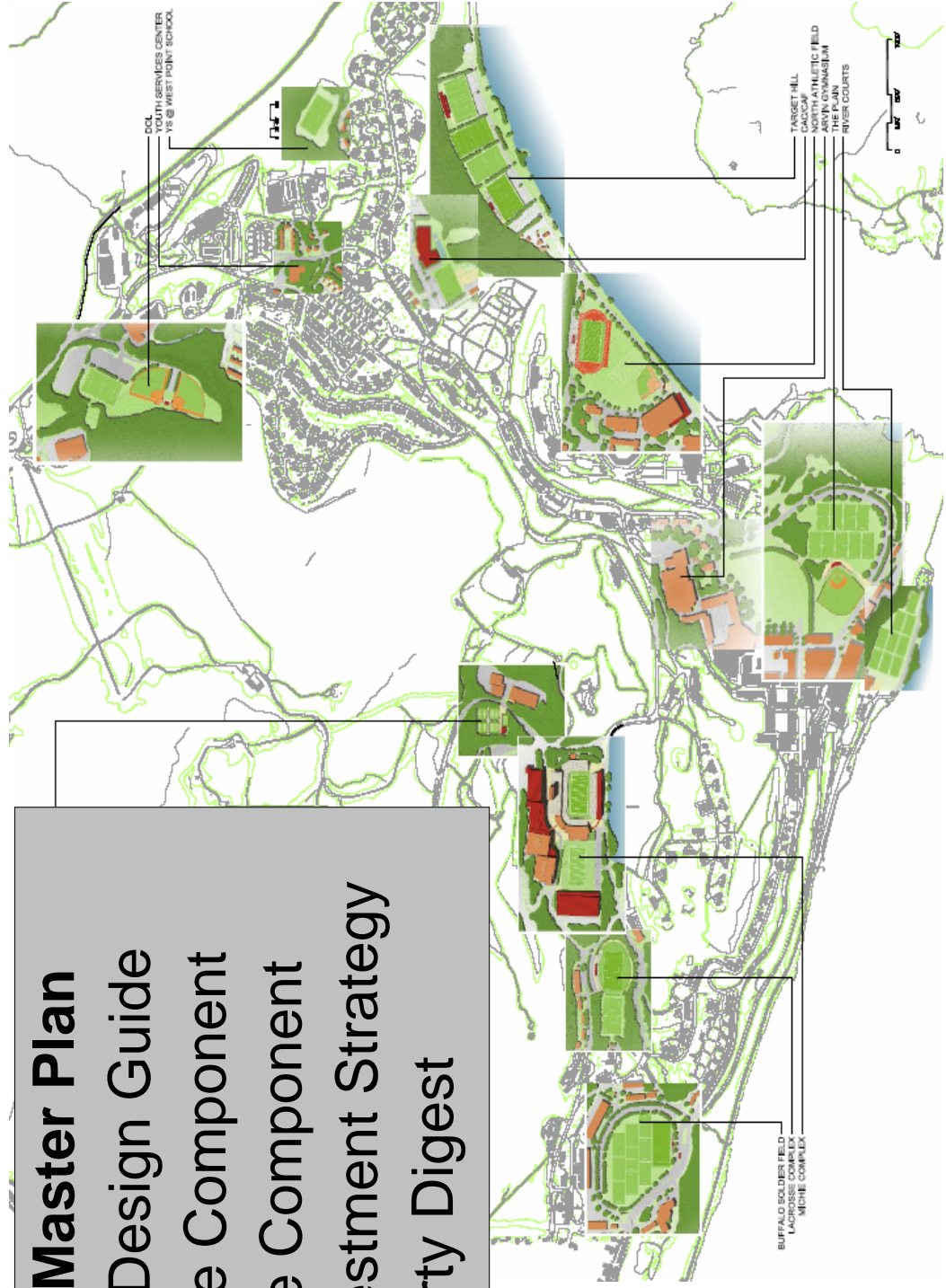
## Changes/Updates to Master Plan

- West Point's Master Plan was completed in 2000
- Update Master Plan began Fall 06
  - Process will identify future projects, concepts, planning, design, and execution
- Current Status: 10% complete
- Master Plan scheduled completion Jan 08

# West Point

## West Point's Master Plan

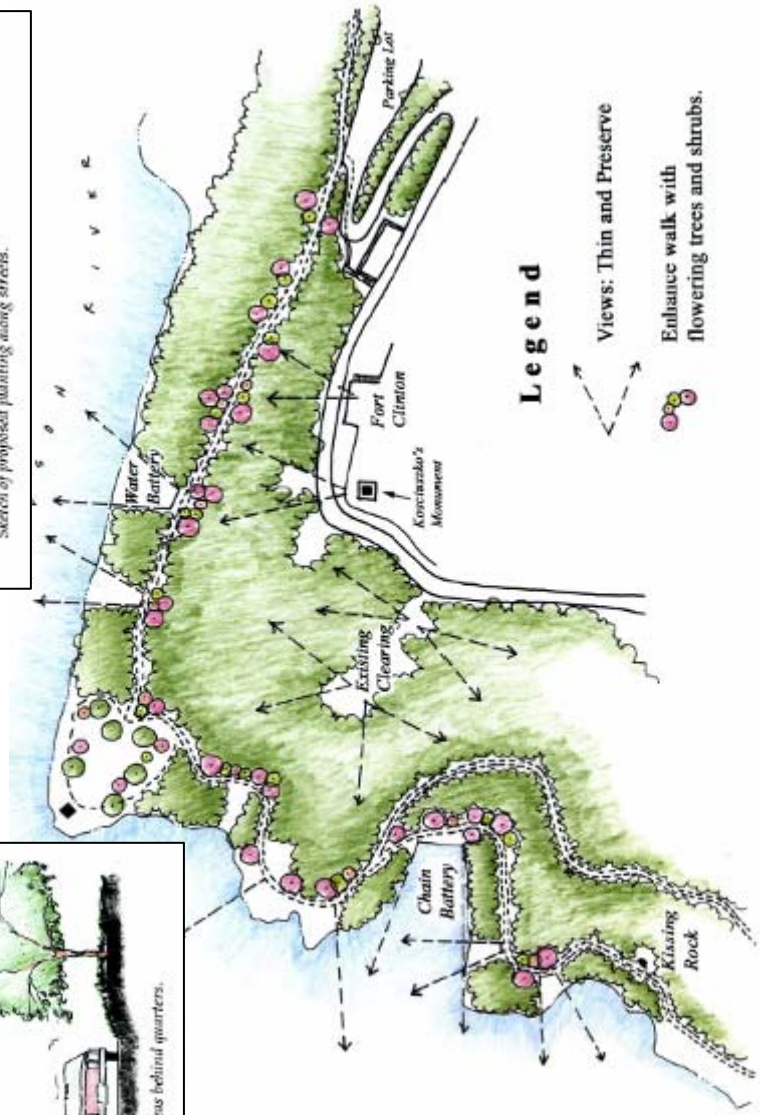
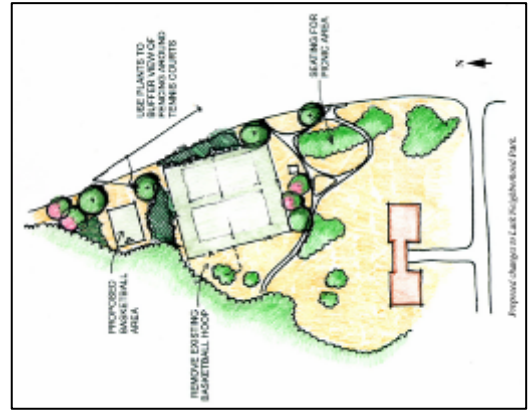
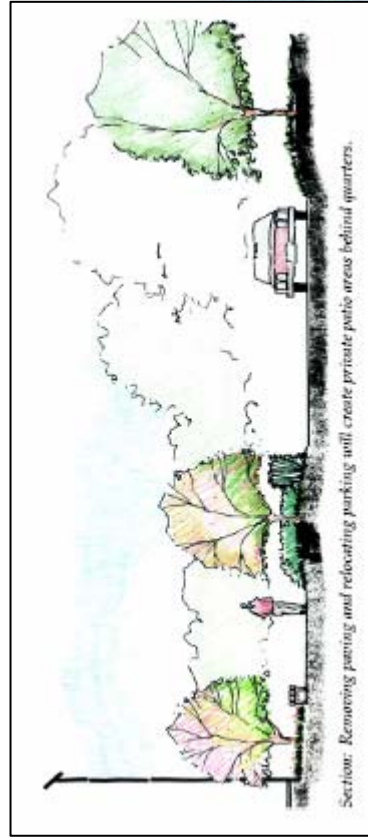
- Installation Design Guide
- Short Range Component
- Long Range Component
- Capital Investment Strategy
- Real Property Digest



# Installation Design Guide (IDG)



## Improving Functional and Visual Aspects of Our Installations





# Short Range Component

## USMA MCA Program from FY08 - 13

FY08		PN	PA	FYDP
Stony Gate ACP		58923	8M	No
FY09		PN	PA	FYDP
Science Facility, Increment 1		55627	59M	Yes
USMA Preparatory School, Increment 1		64082	98.225M	Yes
Ammunition Supply Point		59432	12.2M	No
Community Activity Center		31087	17M	No
East Stands Expansion		61441	21M	No
Washington Gate ACP		62931	6M	No
Urban Assault Course		65166	1.5M	No

# Short Range Component

## USMA MCA Program from FY08 - 13

FY10		PN	PA	FYDP
USMA Preparatory School, Increment 2	64082	98.225M	Yes	
South Post Parking Structure	57469	21M	No	
Thayer Gate ACP	62933	8M	No	
WarCen Facility	61445	23M	No	
Community Athletic Facility	58415	21M	No	
Cadet Fields/Soccer Complex & Fields	61436	45M	No	
Breach Facility	65169	300K	No	
FY11		PN	PA	FYDP
Science Facility, Increment 2	59044	59M	Yes	
Cadet Barracks Building, Increment 1	61448	30M	Yes	
Aquatics Survival Center	55845	19M	No	
Knowledge Management Operations Center	59971	19.5M	No	
Cadet Support Zone Parking Structure	52601	32M	No	
Shoot House	65170	4M	No	

# Short Range Component

## USMA MCA Program from FY08 - 13

FY12		PN	PA	FYDP
Cadet Barracks Building, Increment 2	65784	30M	Yes	
Gillis Sports Annex	61434	18M	No	
North Post Access Road	17931	12M	No	
Outdoor Tennis Courts	65786	8.5M	No	
FY13		PN	PA	FYDP
Headquarters Fire Station	46380	6.5M	Yes	
Cadet Barracks Modernization - Scott	52597	30M	Yes	
Qualification Training Range	65168	4M	Yes	
Wrestling/Volleyball Arena	65787	65M	No	

# Long Range Component

- FY14 - Pershing Barracks Modernization
- FY15 - Grant Barracks Modernization
- FY16 - Macarthur Short Barracks Modernization
- FY17 - Macarthur Long Barracks Modernization
- FY18 - Eisenhower Barracks Modernization
- FY19 - Bradley Barracks Modernization
- FY20 - Lee Barracks Modernization
- FY21 - Sherman Barracks Modernization
- Projects related to the Athletic Facilities Master Plan

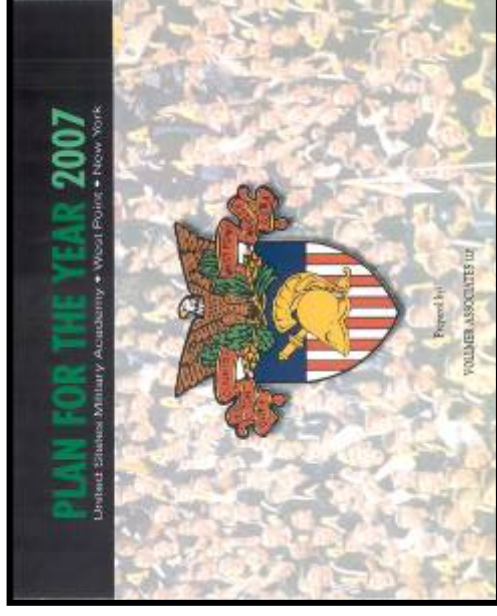
# Capital Investment Strategy

- Strategy to invest in Real Property to support the mission and Army goals
- Addresses shortfalls identified in the ISR
- Describes permanent solutions and short term actions necessary to correct deficiencies

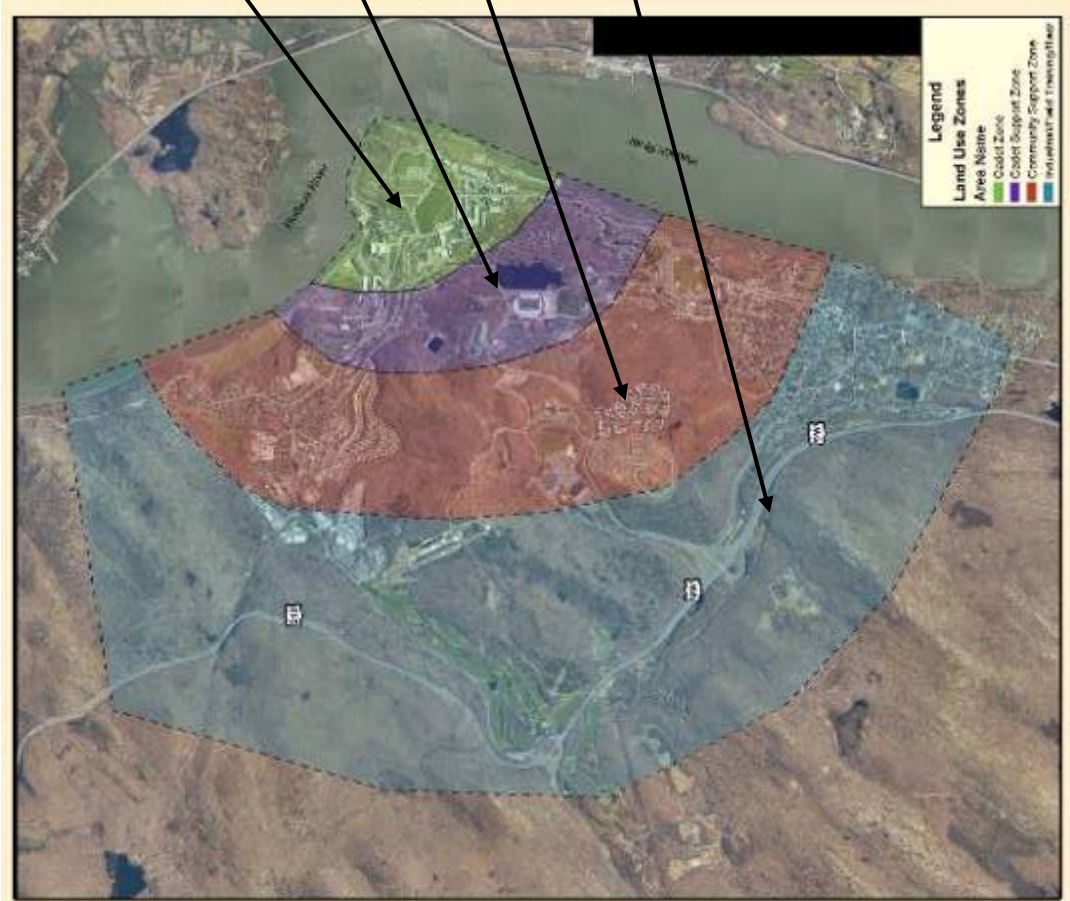


# Real Property Digest

- Commander's vision for the management and development of an installation
- Highlights the Installation's mission, goals and objectives
- Outlines the setting and history
- Recommendations for development are shown in Area Development Plans
- Identified constraints to development



# Digest - Land Use Map



## Projects

- Jefferson Library
- Science Facility
- Cadet Barracks Program
- USMA Preparatory School (BRAC)



# FY08: Jefferson Hall

- 150,000sf, 7 story facility to include Library, Center for Enhanced Performance and Center for Teaching Excellence; a state of the art facility with a granite and glass exterior
- Start: May 05
- Completion: Mar 08



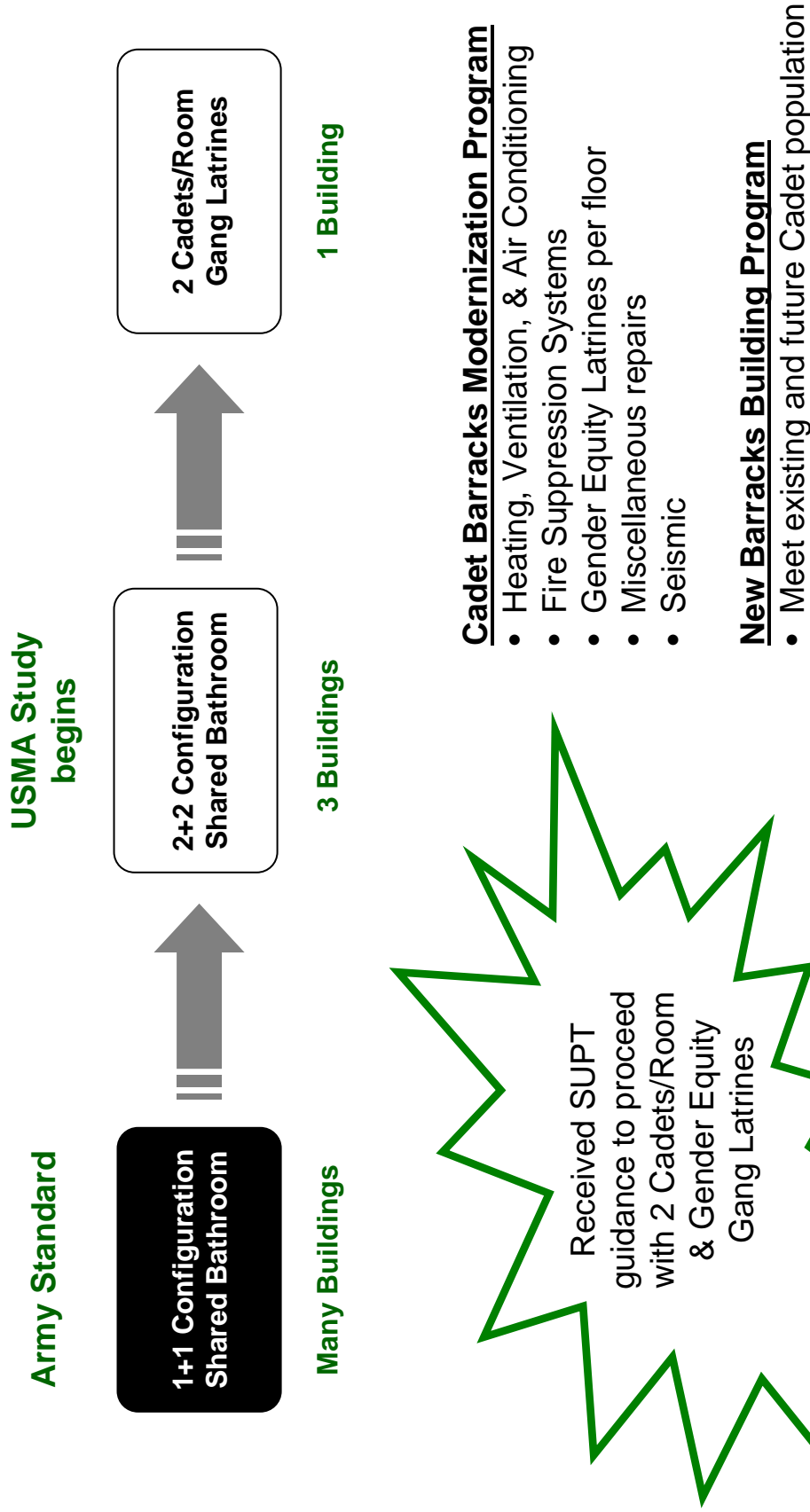
# FY09/11: Science Facility

## **Deficiencies**

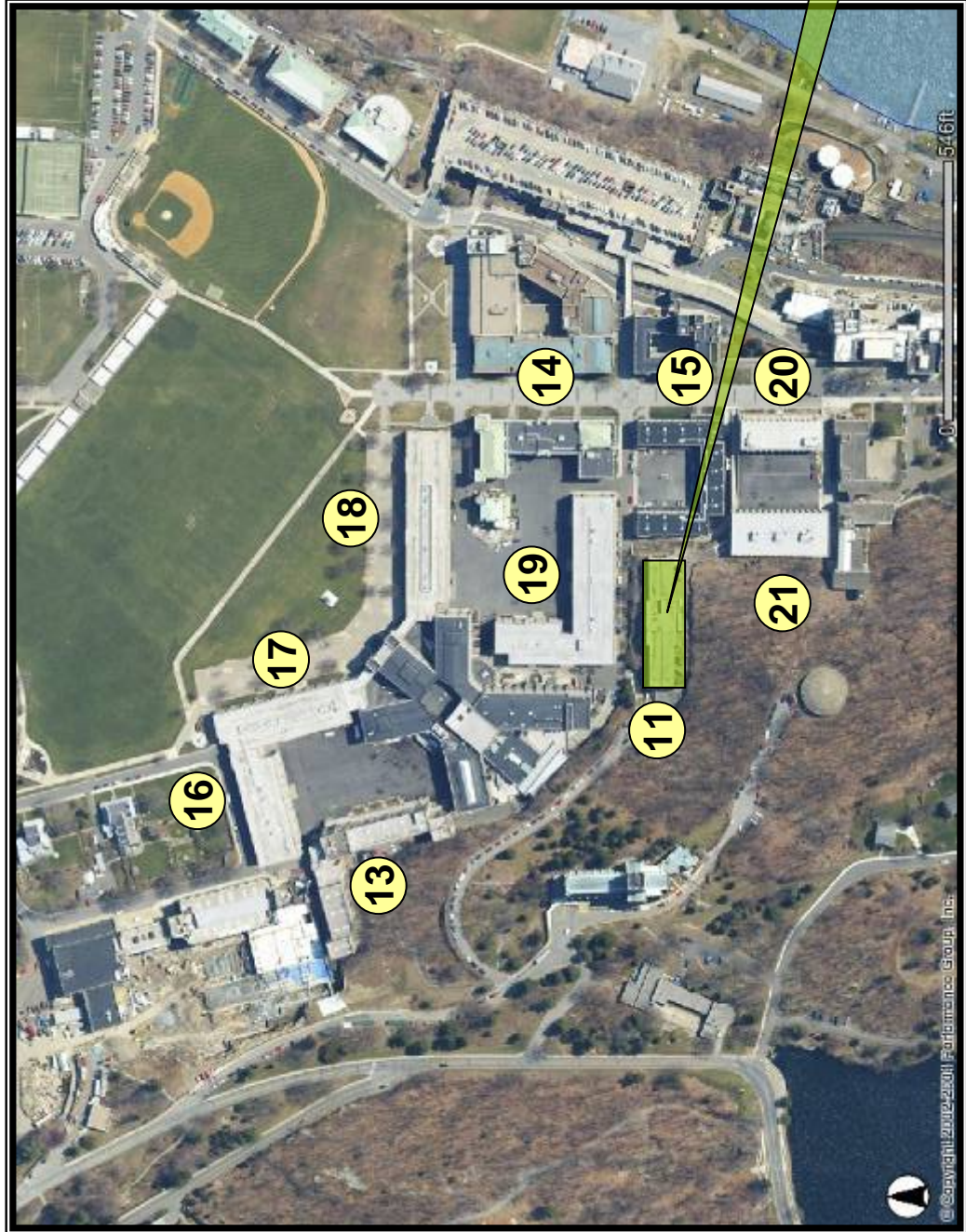
- Bartlett Hall (Chemistry, Physics & Photonics) built in 1914
  - Inappropriate shielding and space for Nuclear Magnetic Resonance Instrument
- Existing Labs are Undersized & Overcrowded
  - Cadet lab groups are too large for optimal learning
  - New technology and equipment is not adequately integrated into existing labs and classrooms
- Increased use of computers and special equipment
- Programs Added Since Last Renovation:
  - Photonics Research Center
  - Nuclear Magnetic Resonance Lab
  - Quantitative Chemistry Lab



# Cadet Barracks Program



# Cadet Barracks Program



<u>FY</u>	<u>Barracks</u>
11	New Barracks
13	Scott
14	Pershing
15	Grant
16	MacArthur - Short
17	MacArthur - Long
18	Eisenhower
19	Bradley
20	Lee
21	Sherman

## FY09/10: USMAPS Facilities

- Barracks: 82,000sf
  - 3 floors (1 company/floor)
  - 2+2 layout
- Academic: 54,000sf
  - 2 floors
  - 350 seat Auditorium, 22 classrooms
- Dining Facility: 22,000sf
- Athletic & Administration: 68,000sf
  - 60,000sf (Athletic, 2 floors) and 7,800sf (Admin, 3<sup>rd</sup> floor)
  - Athletic: basketball court, wrestling, fencing, locker rooms, trainers area, coaches offices
- Indoor Multi-Purpose Building
- 5 Sports Fields
- Fueling Station at DPW

# FY09/10: USMAPS Campus



# USMAPS Campus Rendering



## FY09: Motor Pool Complex

- DOL
  - Maintenance Building: 46,000sf
    - Vehicle Maintenance Bays, Arms Maintenance Shop, Storage
  - Administration Building: 18,000sf
    - Offices, Security, Dispatch, Driver Training, Car Wash
- DOIM: 20,000sf building and storage area
- Parking
  - POV: 100 spaces
  - TAC: 250 spaces
  - Maintenance holding area: 160 spaces
  - Operations: 160 spaces
- MISC: Wash Rack, Fueling Station, ACP



# FY09: Relocate Motor Pool



## **CADET RATIONS**

- daily subsistence allowance - \$6.60
- Inflation has outrun increases
- Other Academies concur that rations are under funded
- Exploring all options to reduce costs

## CADET PAY

- Cadet pay at 35% of new 2LT
- Has not kept up with increasing expenses
- Cadet pay needs to be reassessed in line with cost of living
- In coordination with sister academies, pursue legislation to link cadet pay to higher percentage of 2LT pay

# Morale and Discipline

# Cadet Drug-Related Offenses

AY 06/07

<u>Name</u>	<u>UCMJ Offense</u>	<u>Status</u>
CDT "U"	Art 112a (use) x2	Resignation pending
Class of 2008	Art 121 (larceny) x2 Art 130 (housebreaking) x2	approval at HQDA
CDT "V"	Art 112a (use) x2	Court-martial 3 March
Class of 2009	Art 134 (obstruction of justice)	2007. Sentenced to 12 months confinement, total forfeitures, dismissal
CDT "W"	Art 112a (use)	Resignation pending
Class of 2008		approval at HQDA

# Cadet Drug-Related Offenses

AY 06/07

<u>Name</u>	<u>UCMJ Offense</u>	<u>Status</u>
CDT "X"	Art 112a (use) x2	Pending Article 32
Class of 2010 (turnback)	Art 112a (poss/distro) x3 Art 134 (obstruction of justice) x2 Art 134 (unlawful entry) Art 130 (housebreaking) x3 Art 121 (larceny) x3 Art 92 (failure to obey & dereliction) x4 Art 86 (failure to repair) x3 Art 95 (fleeing apprehension)	
CDT "Y"	Art 112a (use)	Resignation pending decision by SUPT
Class of 2010		

# Cadet Drug-Related Offenses

AY 06/07

<u>Name</u>	<u>UCMJ Offense</u>	<u>Status</u>
CDT "Z" Class of 2010	Art 112a (use)	Resignation pending approval at HQDA

# Drug Cases

- Cases have ranged from none to a high of eight one year; six is the most common
- Marijuana use more common earlier, cocaine now
- Norm in adjudication of cases has changed



# Other Matters

# USMA Business Transformation

- Transforming the culture

- USMA BT Office, Jan 07
- Black Belt and Green Belt, Apr 07
- Systems Engineering Pilot

NET RESULT = 53 projects improving effectiveness & efficiency

- The road ahead

- Project I.D. & Belt Training
- Lean Six Sigma personnel across USMA
- Continue Army outreach
  - Trained / Certified personnel
  - Cadet AIADs
  - Faculty Intellectual Capital

# Diversity

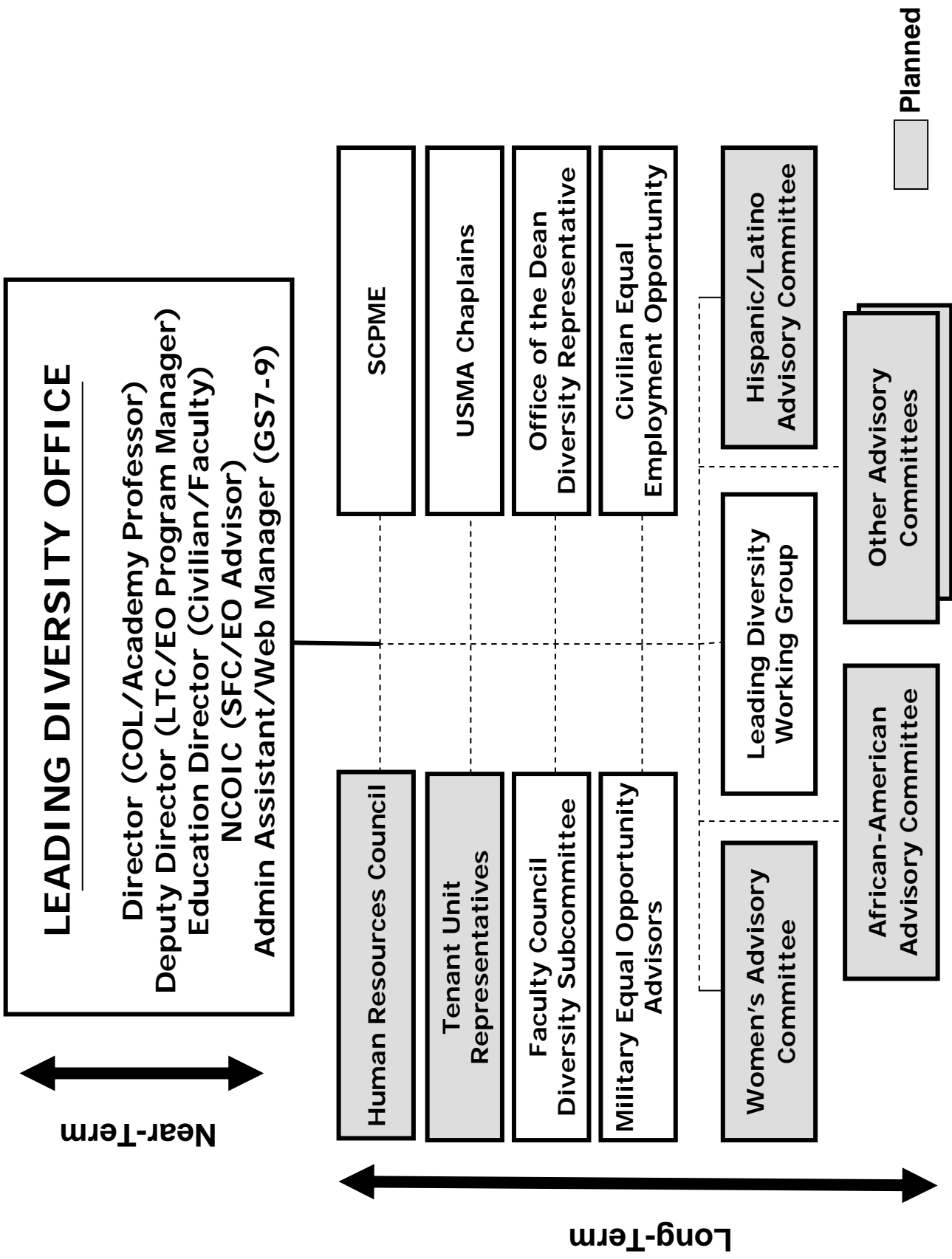
# USMA Leading Diversity Office



- Teach diversity principles
- Promote a culture of inclusion
- Prepare graduates to lead in a diverse Army
- Enhance Staff & Faculty's knowledge of organizational diversity
- Involve entire community
- Promote demographic diversity within the Corps, Staff & Faculty

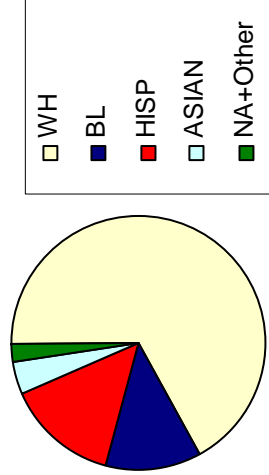


# USMA Leading Diversity Office

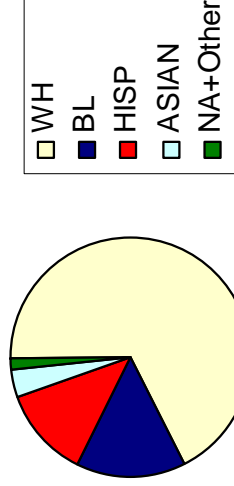


# Ethnicity and Gender Demographics

Total U.S. Population



FY06 Army Contracts

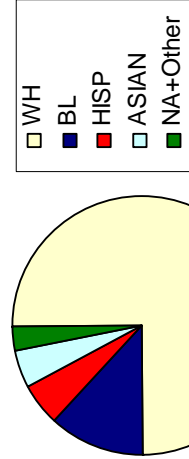


MALE	FEMALE
83%	17%

WHITE	BLACK	HISPANIC	ASIAN	Other
67%	12%	15%	4%	2%

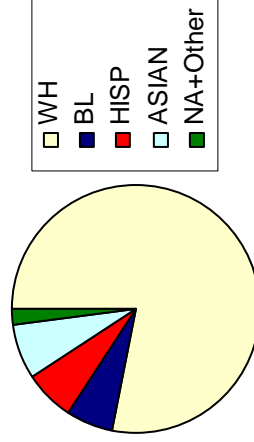
WH	BL	HISP	ASIAN	NAT AM	OTHER
67%	15%	13%	4%	.4%	.6%

Officer Corps



MALE	FEMALE
84%	16%

Corps of Cadets



MALE	FEMALE
85%	15%

WHITE	BLACK	HISP	ASIAN	Other
75%	12%	5%	5%	3%

WH	BL	HISP	ASIAN	NAT AM	OTHER
78%	6%	7%	7%	1%	1%

# Faculty Demographics

	CAUC	BLACK	HISPANIC	Pacific Islander and Asian	American Indian	Other	Total
Military	363	20	14	13	5	3	418
Civilian	112	1	3	4	1	0	121
TOTAL FACULTY	475	21	17	17	6	3	539

Ethnic Minority Percentage: 12%

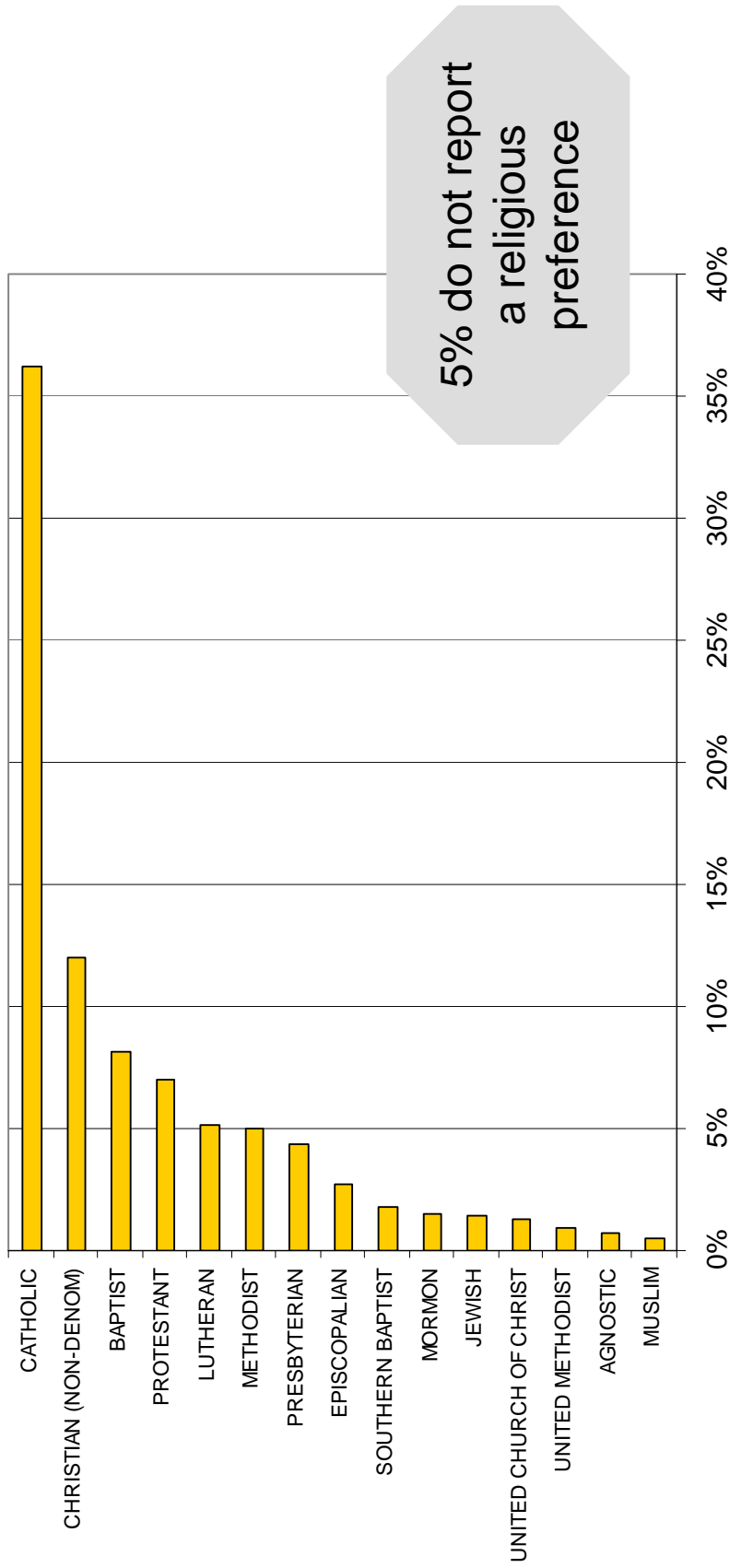
	MALE	FEMALE	TOTAL
MILITARY	363	55	418
CIVILIAN	83	38	121
TOTAL FACULTY	446	93	539

Female Percentage: 17%

Civilian Numbers include: T10, VP

MADN-PRD/Personnel Division

# Cadet Religious Demographics

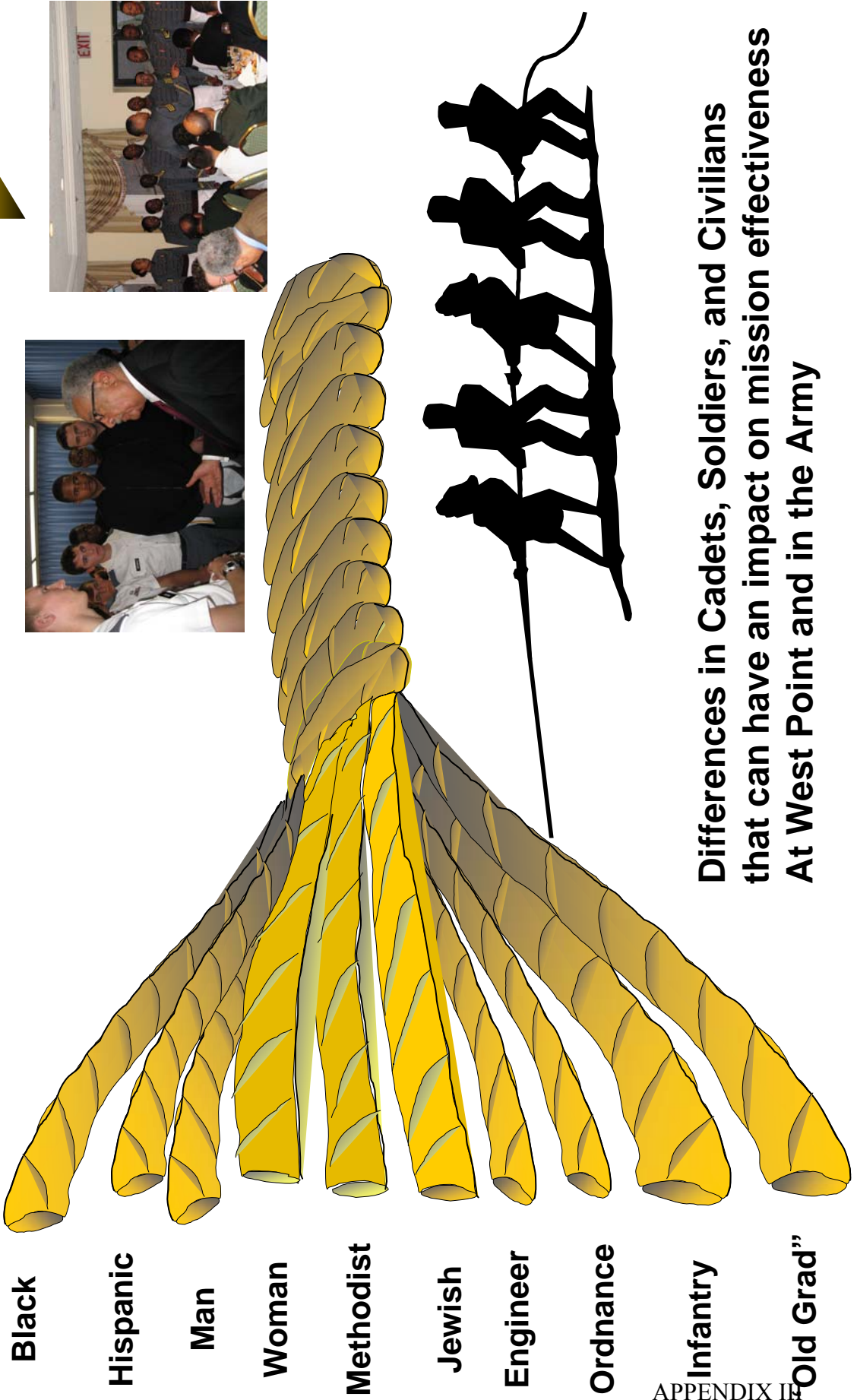
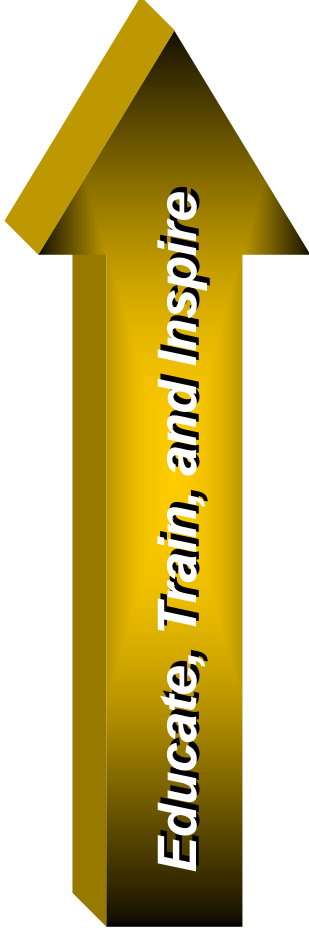


- Self-reporting of the denominations identified above
- No pressure to support one religious preference over another
- Chaplains represent majority faiths
- Ministry in a pluralistic environment
- Diversity in religious programs fosters respect

\* Reflects aggregated data on USMA Classes 2006 thru 2009, as reported upon arrival.

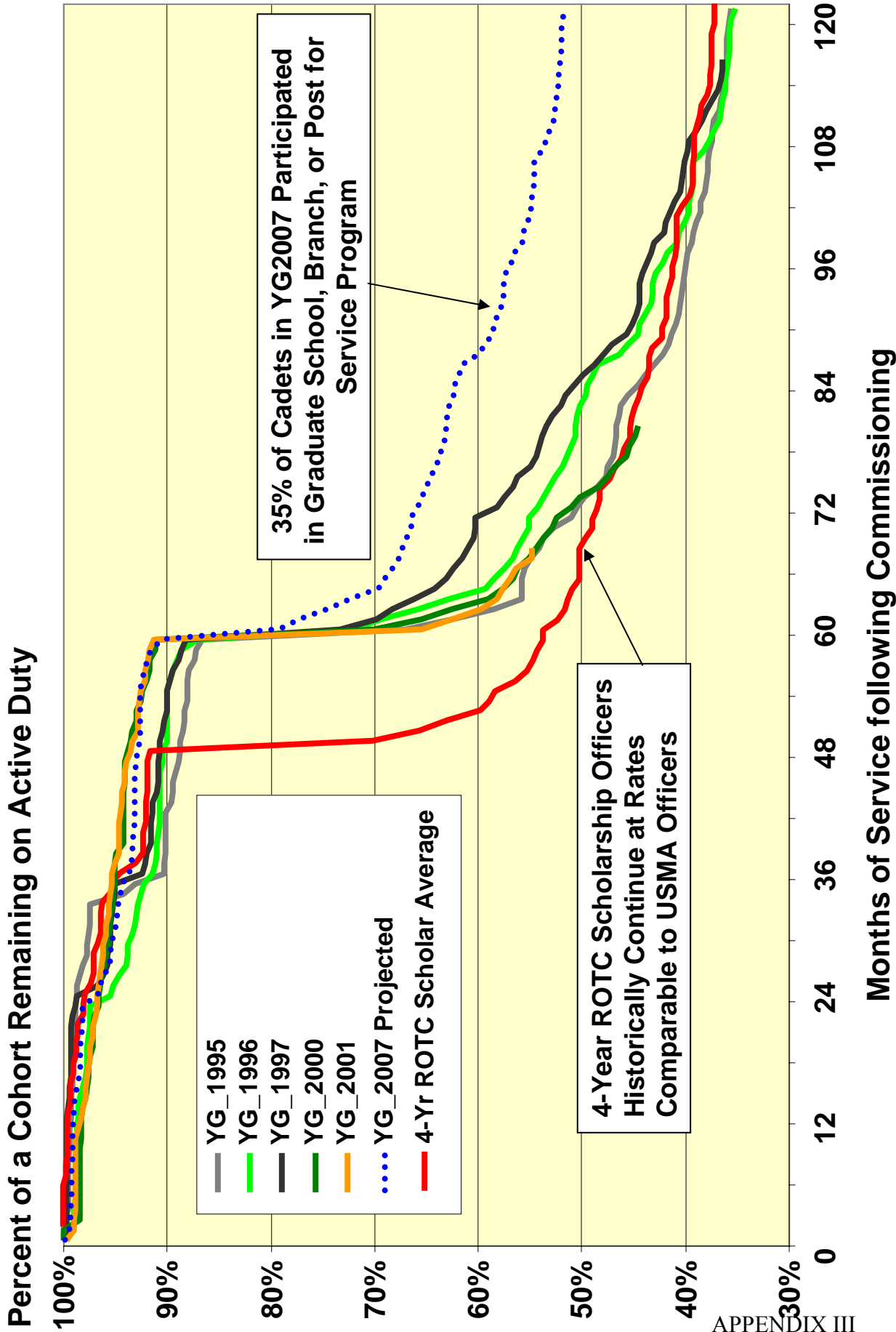


# Teamwork

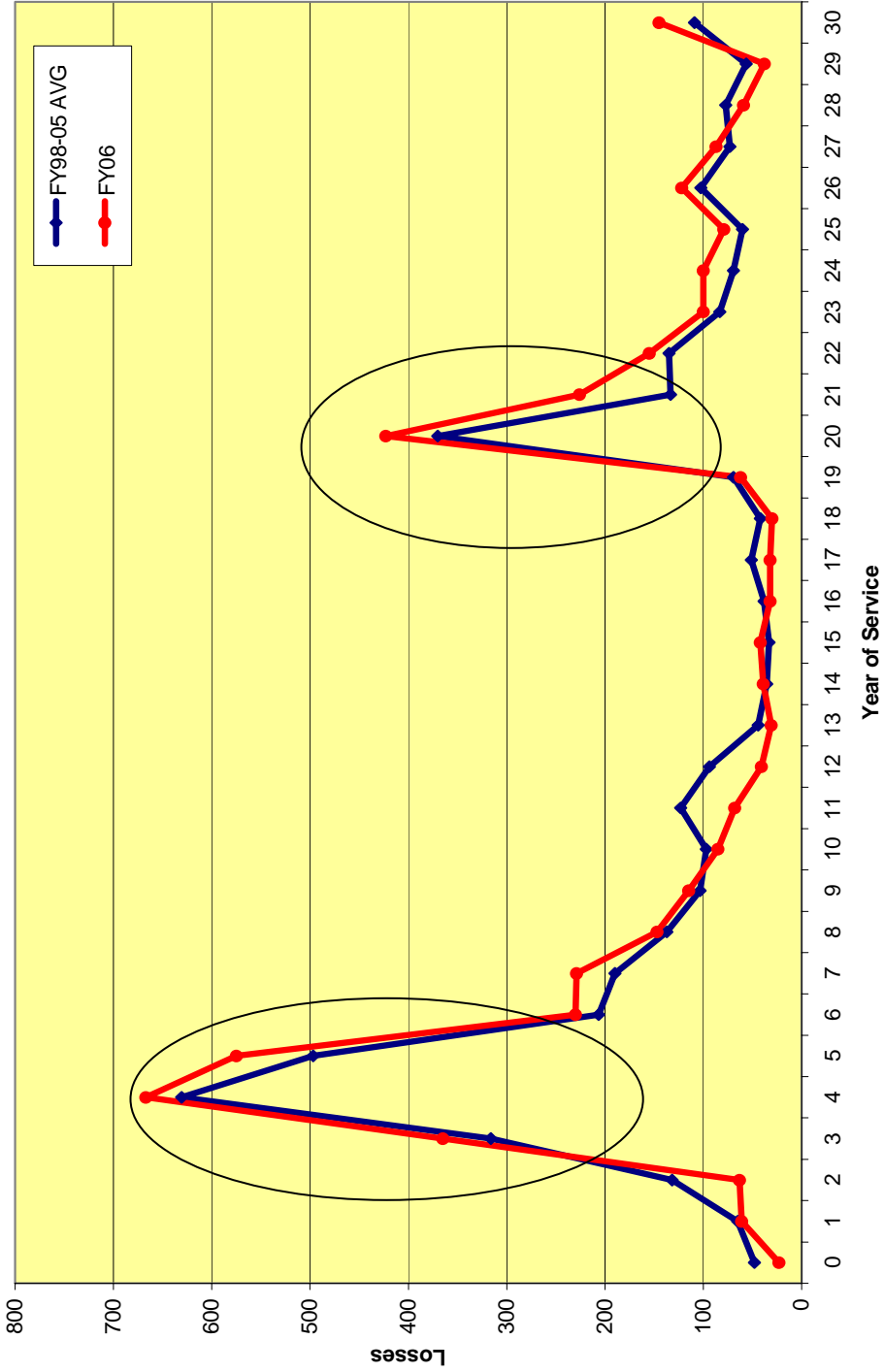


# Officer Retention

# USMA Graduate Continuations by Year Group



# Commissioned Officer Loss Behavior



- To increase strength through retention must lower loss peaks
- Officer losses occur at two critical times : 4-6 year and 20 years
- Investing \$\$\$ elsewhere will have little impact

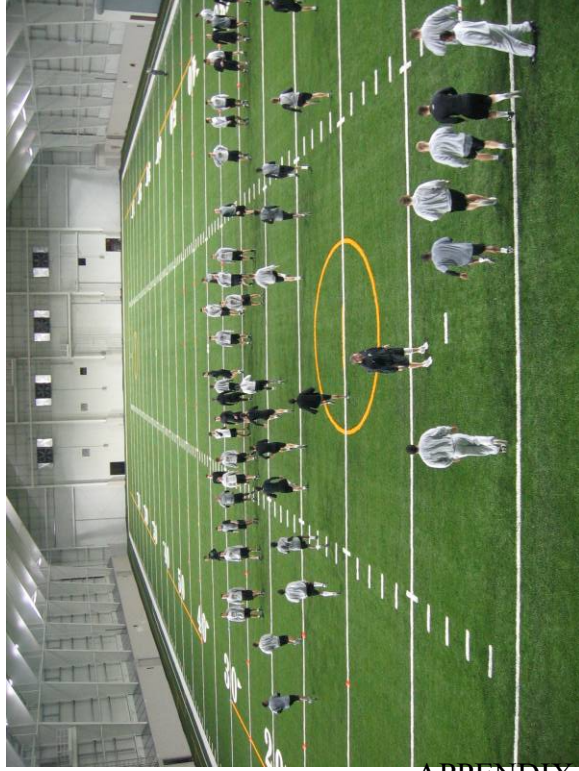
# USMA Battlefield Losses

- 53 Deaths
- World Trade Center to Iraq
- First women graduates to die in combat
- 22 Classes impacted
- Brings the war close to the cadets

# **Remaining Board Business / Adjourn**

# 2007 Army Football

Sept. 1	Akron at Cleveland
Sept. 8	RHODE ISLAND
Sept. 15	@ Wake Forest
Sept. 22	@ Boston College
Sept. 29	TEMPLE (Hall of Fame)
Oct. 6	TULANE (Homecoming)
Oct. 13	C. MICHIGAN
Oct. 20	@ Georgia Tech
Oct. 27	*Open*
Nov. 3	@ Air Force
Nov. 9	RUTGERS
Nov. 17	TULSA
Nov. 24	*Open*
Dec. 1	Navy in Baltimore



First Practice, 7 Jan 07. Work finishes 14 Feb.

response to Supr

PAO + Col Crawford  
will receive copies

## SECRETARY OF ARMY INFORMATION PAPER

SAIE-RCI  
March 8, 2007

70/8 mar 07

SUBJECT: U.S. MILITARY ACADEMY, WEST POINT, NEW YORK, RESIDENTIAL COMMUNITIES INITIATIVE (RCI) PROJECT

1. Purpose. To provide information on the subject project
2. Facts.

a. DoD / Army goal is to eliminate all inadequate family housing (FH) using a combination of: (1) traditional Military Construction (MILCON), (2) Basic Allowance for Housing (BAH) and (3) RCI privatization.

b. RCI plays a vital role in eliminating inadequate FH in the U.S. In 1996, the Military Housing Privatization Initiative Act (MHPI) provided the military Services with the authority to leverage scarce public funds and assets to obtain private sector capital and expertise to build, renovate, operate, and manage Army FH. The RCI plan is comprised of 45 installations (grouped into 35 projects) encompassing over 86,300 houses in the U.S.

c. The West Point project is the Army's 29<sup>th</sup> RCI project, and it is being awarded to GMH/Centex Military Communities, LLC. GMH/Centex Military Communities is joint venture comprised of GMH Military Housing (99%) and Centex Construction (1%). GMH/Centex has significant Military Housing Privatization Initiative (MHPI) project experience and is the principal member of the Army's Fort Caron, Fort Stewart/Hunter Army Airfield, Fort Hamilton, Walter Reed Army Medical/Fort Detrick, Fort Eustis/Fort Story, Fort Bliss/White Sands Missile Range, Carlisle Barracks, Picatinny Arsenal and Fort Gordon RCI teams.

d. Project statistics follow:

Existing Housing Inventory	964 homes
Initial 5-Year Development	\$162M
New Homes	158
Home Renovations	190
Conversions (duplexes converted to single-family homes)	95
Potential Army Monetary Investment	\$22M

e. Schedule follows:

RFQ Issued (to establish competitive range)	December 6, 2005
CDMP Awarded to (prospective partner selected)	March 8, 2007
CDMP / Project Submitted to Congress	October 2007
Notice to Transition Issued	December 2007
Assets / Operations Transferred to Partner	March 2008

Point of contact: Ivan Bolden at 703-601-2481; [ivan.bolden@hgda.army.mil](mailto:ivan.bolden@hgda.army.mil)



## ARMY INFORMATION PAPER

### SUBJECT: U. S. MILITARY ACADEMY, WEST POINT, NEW YORK RESIDENTIAL COMMUNITIES INITIATIVE (RCI) AWARD

The Army has conducted a full and open competition for its U. S. Military Academy, West Point, RCI project through the use of a Request for Qualifications (RFQ) process. On December 6, 2005, the Army issued an RFQ for the 06 Group projects, which included Fort Lee, the U.S. Military Academy at West Point, and Fort Jackson. A team evaluated the offerors' qualifications to narrow the field to a highly qualified competitive group of offerors, and then evaluated proposals from the highly qualified competitive group to determine the offeror providing the best value. The Army is awarding a contract to GMH/Centex Military Communities, LLC to prepare, jointly with the Army, a Community Development and Management Plan (CDMP) for West Point. GMH/Centex Military Communities is joint venture comprised of GMH Military Housing and Centex Construction. The Army estimates that this planning process will take approximately six months, at which time the CDMP will be staffed for HQDA, OSD and OMB review. Upon approval, the CDMP will be given to Congress for review prior to taking any action to authorize its implementation.

### **GMH/Centex Military Communities, LLC**

GMH/Centex Military Communities, LLC is a joint venture comprised of GMH Military Housing and Centex Construction. The team has proven relevant experience and financial capabilities in the area of residential real estate development and long-term management. GMH/Centex has significant Military Housing Privatization Initiative (MHPI) project experience and is the principal member of the Army's Fort Carson, Fort Stewart/Hunter Army Airfield, Fort Hamilton, Walter Reed Army Medical/Fort Detrick, Fort Eustis/Fort Story, Fort Bliss/White Sands Missile Range, Carlisle Barracks, Picatinny Arsenal and Fort Gordon RCI teams.

### **Highlights from GMH/Centex Military Communities Offer**

- In the first 5 years build 158 new 3 and 4-bedroom single-family homes, convert 95 duplexes to single-family homes, and conduct major renovation on 180 homes.
- In the first 5 years build 1 new community center and renovate existing 8-plex building located at 501 Merritt Road into a community clubhouse, pools, walking trails, parks, playgrounds, and other amenities to enhance family housing.
- Potential Army monetary investment is \$22M.
- RCI will improve the quality of life for nearly 628 service members and their family members.
- The preliminary concept for West Point follows traditional neighborhood land planning concepts and includes a master plan for all of the existing housing neighborhoods.
- New housing will consist of single-family units complete with two-car garages. The new homes will feature regional architectural themes, modern interior layouts with abundant storage and modern energy saving appliances.

**JOHN M. McHUGH**

23RD DISTRICT, NEW YORK

**COMMITTEE ON ARMED SERVICES**

SUBCOMMITTEE ON MILITARY PERSONNEL  
RANKING MEMBER

SUBCOMMITTEE ON READINESS

**COMMITTEE ON OVERSIGHT  
AND GOVERNMENT REFORM**

SUBCOMMITTEE ON FEDERAL WORKFORCE,  
POSTAL SERVICE, AND THE DISTRICT OF COLUMBIA

SUBCOMMITTEE ON NATIONAL SECURITY  
AND FOREIGN AFFAIRS

**PERMANENT SELECT COMMITTEE ON  
INTELLIGENCE**

SUBCOMMITTEE ON TERRORISM, HUMAN  
INTELLIGENCE, ANALYSIS, AND COUNTERINTELLIGENCE

SUBCOMMITTEE ON  
OVERSIGHT AND INVESTIGATIONS



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**House of Representatives**

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205 SOUTH PETERBORO STREET  
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(315) 697-2063

April 23, 2007

Dear Board Member:

As I hope you are aware, on Wednesday during our Board of Visitors' meeting, there will be a very important proposal made to enact significant changes to our rules regarding the structure of subcommittees. I appreciate all the thought, effort and concern that has gone into this very important topic.

I wanted you to have a copy of an amendment I propose to offer as a substitute to the existing initiative as a more flexible approach to the topic at hand.

I look forward to seeing everyone at our meeting on Wednesday morning.

Sincerely,

John M. McHugh  
Chairman, Board of Visitors  
United States Military Academy

### **With Regard to BoV Rules dated February 2007**

In pursuit of Article II, Section 2.01, paragraph d and all language pertaining to subcommittees shall be deleted or revised such that the following language will be inserted in Article II, Section 2.01 d: the Board of Visitors is empowered from time to time to create an interim subcommittee(s) to pursue matters affecting the interests of the Academy.

Such committees shall be constituted upon motion presented by a Board Member and approved by a majority of the Board Members present and voting

All motions seeking to designate an interim subcommittee(s) shall specify the topic of inquiry. Such interim committee(s) shall be composed of five members, comprised of a Chair, and must include two Presidential Appointees and two members of Congress. The Chairman of the BOV shall be an ex officio member of all interim committees. Members of the subcommittee will be designated by the Chairman of the BOV and include the sponsor of the proposal. The subcommittee will report to the full Board where actions will be taken pursuant to the rules.

An interim subcommittee(s) shall be dissolved upon the end of the calendar year in which it was authorized or upon the filing of a report of its findings with the full Board, whichever comes first.

### **With Regard to BoV Rules dated November 2004**

In pursuit of Article I, Section 1.05.1 and all language pertaining to subcommittees shall be deleted or revised such that the following language will be inserted in Article I, Section 1.05.1: the Board of Visitors is empowered from time to time to create an interim subcommittee(s) to pursue matters affecting the interests of the Academy.

Such committees shall be constituted upon motion presented by a Board Member and approved by a majority of the Board Members present and voting

All motions seeking to designate an interim subcommittee(s) shall specify the topic of inquiry. Such interim committee(s) shall be composed of five members, comprised of a Chair, and must include two Presidential Appointees and two members of Congress. The Chairman of the BOV shall be an ex officio member of all interim committees. Members of the subcommittee will be designated by the Chairman of the BOV and include the sponsor of the proposal. The subcommittee will report to the full Board where actions will be taken pursuant to the rules.

An interim subcommittee(s) shall be dissolved upon the end of the calendar year in which it was authorized or upon the filing of a report of its findings with the full Board, whichever comes first.



BOARD OF VISITORS  
**UNITED STATES MILITARY ACADEMY**  
WEST POINT, NEW YORK 10996-5000

MASG

25 April 07

MEMORANDUM FOR Members of the United States Military Academy Board of Visitors

SUBJECT: BoV Member Subcommittee Proposal

1. USMA Board of Visitors Subcommittee Proposal

A. It is hereby proposed for USMA Board of Visitors member decision by vote at the Spring 2007 BoV meeting that the BoV adopt a subcommittee structure which more closely aligns with the Board inquiry mission which is codified in 10 USC Section 4355:

**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.**

B. In order to more effectively accomplish its mission, it is hereby proposed that the Board of Visitors increase the number of standing subcommittees from three operating subcommittees to four operating subcommittees and one administrative subcommittee so that each Board of Visitors subcommittee closely aligns with and focuses on the mission areas codified in 10 USC.

C. The proposed mission-related standing subcommittees would be:

(1) ***Curriculum, Instruction and Academic Methods:*** The subcommittee shall inquire into the academic plan, program and method of instruction, and advise the Academy on the effectiveness of these programs in recruiting a diverse, high caliber class and producing adaptive, culturally aware, and mentally agile leaders for a career of professional excellence and service to our Nation's military.

(2) ***Morale and Discipline:*** The subcommittee shall inquire into cadet maturity and professionalism with an emphasis on the state of discipline including continuing oversight of prevention of sexual assault and harassment. The subcommittee will be informed on the nature and quality of cadet life with regard to the needs of the Nation's military and the expectations of the American public.

SUBJECT: BoV Member Subcommittee Proposal

(3) *Physical Equipment and Fiscal Affairs:* The subcommittee shall inquire into the effectiveness and maintenance of buildings, including barracks and medical facilities, property and equipment necessary to educate, train, and inspire the corps of cadets and the USMA staff and faculty. The subcommittee will study the sufficiency and predictability of resources needed to enable the Academy to achieve its mission and to be competitive in recruiting, training, and educating as an accredited university while simultaneously serving as the wellspring of the profession.

(4) *Physical/Military:* The subcommittee shall inquire into the wellness and physical fitness of the cadet population and the state of military training, cadet development, and intercollegiate athletics, as well as the inculcation of the professional military ethic such that the Academy culture promotes the ideals of Duty, Honor, Country, and fosters the Army Values.

A new administrative subcommittee is proposed to address the Board's reporting requirement which is codified in 10 USC 4355:

**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.**

The Annual report-related subcommittee would be:

*Annual Report and Board Rules:* The subcommittee shall prepare the annual report for BoV approval by recording board inquiry, recommendations and other advice to the Academy in a contemporaneous and sequential manner ensuring that the report is approved and distributed in a timely fashion. The Subcommittee will assist the Board by periodically reviewing BoV rules and such other internal governance issues so that the Board is in compliance with law, its own rules, and is at all times above reproach.

This subcommittee, being administrative in nature, will not be scheduled by the DFO to meet physically as a group at Board Meetings. Instead, this group shall divide up writing duties among members, and will periodically review work with the entire Board with the objective of completing the Annual Report sequentially, after each meeting and subcommittee meeting occurs, rather than waiting until after the annual meeting of the Board to begin this process.

2. Effective Date. Upon ratification by the Board, this proposal will take effect at the next following Board Meeting.

3. Subcommittee Operations

A. The proposed subcommittees will operate under the Rules of the United States Military Academy Board of Visitors.

## SUBJECT: BoV Member Subcommittee Proposal

B. If approved, members will choose new subcommittee assignments. In future years, members will choose their subcommittee assignment(s) at the Organizational Meeting. Subcommittees will be scheduled to physically meet by the DFO before every Board Meeting except the Organizational Meeting. The subcommittee meetings will be scheduled in two time blocks so that members may belong to more than one subcommittee.

C. Subcommittees will elect a Chairperson at the first subcommittee meeting of each year. In subsequent meetings, if the elected Chairperson is not present, then the subcommittee will elect an acting Chairperson.

(1) After each subcommittee meeting is completed, the chairperson is responsible for reporting back to the Board during the BoV main meeting.

(2) The Chairperson is responsible for proposing subcommittee inquiry items to the Board for approval prior to each subcommittee meeting.

D. Subcommittees may meet physically, by email, through "chat" sites, by teleconference, or by Video teleconference (VTC) at the call of the Chairperson with a quorum of two or more members. The Chairperson will ensure all members are advised of meeting time, date, means, and location (if applicable) and will coordinate with the DFO to ensure that the DFO or an alternate DFO can participate.

(1) The Curriculum, Instruction and Academic Methods subcommittee will be scheduled by the DFO to meet at the same time as the Morale and Discipline subcommittee. The Physical Equipment and Fiscal Affairs subcommittee will be scheduled by the DFO to meet at the same time as the Physical/Military subcommittee.

(2) The DFO will coordinate with the USMA Staff and faculty to ensure that subject matter experts who are appointed as Alternate DFOs are present for subcommittee meetings.

E. Subcommittee members will serve within the subcommittee for the calendar year. At each BoV Organizational Meeting, new members will chose subcommittee assignments and existing members will have the opportunity to change their subcommittee assignment(s) if they desire to do so.

#### 4. Benefit and Impact Statement

##### A. Expected Benefits of the Change

(1) Subcommittees are better aligned to 10 USC 4355 BoV mission with focus for each proposed subcommittee to particular BoV mission areas. Such an alignment enables a better structure for ensuring adequate inquiry and advice in all mission areas. The task and purpose of each of the proposed subcommittees has been nested with the applicable part of the

MASG

25 April 07

SUBJECT: BoV Member Subcommittee Proposal

Academy mission and strategic goals. The task and purpose of the previous standing subcommittees was not well defined or well understood by Board members.

(2) Since subcommittees that report to a parent advisory committee generally are not subject to FACA (Source 41 CFR Parts 101-6 and 102-3, Background), the proposed structure allows more opportunities for the Academy to candidly discuss pre-decisional matters with Board members.

B. Compliance with applicable law.

(1) 10 USC 4355 neither empowers nor prohibits subcommittees of the BoV.

(2) 41 CFR Part 102-3.25 defines and allows subcommittees as meetings of groups of the Advisory (Parent) Board generally not subject to the Act, that reports to an advisory committee. Subcommittee meetings are usually not subject to FACA requirements such as public notice and public openness so far as the subcommittee does not seek to directly advise the agency (Army or Academy) and instead acts through the Board.

(3) 41 CFR Part 102-3.35 states that "The creation and operation of subcommittees must be approved by the agency establishing the parent advisory committee."

C. Expected Cost to implement.

(1) DoD policy has recently changed now requiring that the agency has a DFO or alternate DFO present at all subcommittee meetings. The effect of this policy change is an addition of one operating subcommittee which will result in incremental training, certification, and travel costs to the Academy estimated not to exceed \$3,000 per fiscal year. This cost is partially offset if the Annual Report subcommittee realizes its objective of writing and editing the Annual Report, which will relieve the Academy of some of the existing administrative work.

(2) Subcommittee meetings held in addition to DFO-scheduled in conjunction with Board Meetings will be done at member expense with no reimbursement for expenses.

(3) Possible incremental administrative costs which are difficult to estimate may be incurred by the Academy if the quantity and or scope of subcommittee inquiry increases above the current level of inquiry.



SHAUN T. WURZBACH  
LTC, AR  
DFO for the USMA Board

**SUMMARIZED TRANSCRIPT  
BOARD OF VISITORS SUMMER MEETING  
JULY 14, 2007  
WEST POINT, NY**

**1. ROLL CALL.** Summer Meeting of the Board of Visitors was called to order at 10:38 a.m. For the record, the following Board members were present at the roll call. Members arriving late or departing are annotated in the portion of the report most closely associated with their time of arrival or departure.

*Congressional Members:*

Congressman John McHugh  
Congressman John Hall  
Congressman Jim Marshall

*Presidential Members:*

The Honorable Samuel K. Lessey, Jr.  
Dr. Charles Younger  
Mr. Blake Hall  
Mr. John S. Rainey  
Mr. William H. Strong

*Members Absent from the Roll Call:*

Senator Jack Reed (arrived at 11:00)  
Senator Susan Collins  
Senator Kay Bailey Hutchison  
Senator Mary Landrieu  
Congressman Maurice Hinchey  
Congressman Todd Tiahrt  
Ms. Rebecca Contreras

Based on Board attendance, LTC Sarat informed the Chairman that a quorum was present and then continued with the roll call.

*USMA Leaders and Staff:*

Lieutenant General F.L. Hagenbeck, Superintendent  
Brigadier General (P) Robert Caslen, Commandant of Cadets  
Brigadier General Patrick Finnegan, Dean of the Academic Board  
Colonel Michael Colpo, USMA Chief of Staff  
Colonel Daniel Bruno, Garrison Commander  
Colonel Kelly Kruger, Director of Policy and Analysis



Colonel Deborah McDonald, Directorate of Admissions  
Lieutenant Colonel Richard Busko, Deputy Commandant, USMAPS  
Lieutenant Colonel David Jones, Special Assistant to the Commandant  
Lieutenant Colonel Jesse Germain, Deputy, Department of Physical Education  
Lieutenant Colonel Kent Cassella, USMA Public Affairs Officer  
Major Kim Kawamoto, Directorate of Intercollegiate Athletics  
Major Ryan McCormack, Aide-de-Camp to the Superintendent  
Mr. Michael Colaccico, Residential Communities Initiative Project Manager  
Ms. Cynthia Kramer, Conference Specialist/Alternate Designated Federal Officer to the BoV  
Ms. Karen Wood, USMA Protocol  
2LT Gavin McMahan, USMA Protocol  
Mr. Richard O'Dell, Audio Visual Specialist  
Mr. William Blauvelt, Audio Visual Specialist

*Others Present:*

Mr. Geoffrey Prosch, Principal Deputy Assistant to the Secretary of the Army for Installations and Environment (The Acting Secretary of the Army's designated representative)

Mr. Ivan Bolden, Office of the Assistant Secretary of the Army for Installations and Environment

Lieutenant Colonel Jenny Davis, Office of Congressional Legislative Liaison

Lieutenant Colonel Emory Leatherman, USMA Liaison Officer, HQDA G-1

Major Jeremy Glauber, Army House Liaison

Mr. Scott Payne, Legislative Assistant to Congressman John Hall

Mr. Jim Richardson, Legislative Assistant to Congressman Todd Tiahrt

Ms. Pamela Powers, Military Fellow to Senator Susan Collins

Mr. Brad Piggery, Legislative Assistant to Congressman John Hall

Mr. Greg Bruno, Reporter, *Times Herald Record*

**2. DESIGNATED FEDERAL OFFICER'S REMARKS.** Lieutenant Colonel (LTC) Paul Sarat, Designated Federal Officer (DFO) of the United States Military Academy (USMA or the Academy) Board of Visitors (BoV or the Board) stated that the Board is subject to the United States Code Title 10, Section 4355 and the Federal Advisory Committee Act (FACA) and that USMA is the sponsor of the Board on behalf of the US Army, which is the agency which receives the benefit of the Board's advice and recommendations. As the Board's sponsor, the Academy provides the DFO and administrative support for the Board. LTC Sarat announced that the meeting was open to the public, that it would be recorded, and that a summarized transcript would be prepared. LTC Sarat added that at the Spring Meeting (April 25, 2007) it was agreed upon by members of the Board that the two specific areas of interest to be focused on would be Instruction and Physical Equipment. LTC Sarat then turned the meeting over to Congressman McHugh.

**3. ADMINISTRATIVE ANNOUNCEMENTS.** Congressman McHugh began his remarks by covering the agenda for the record. Congressman McHugh welcomed Mr. Prosch to the meeting and stated that he is a distinguished representative of the Secretary of the Army and his support of the Academy and the Board is greatly appreciated.

**4. MR. PROSCH'S REMARKS.** Mr. Prosch began his remarks by stating on behalf of the Secretary of the Army, The Honorable Pete Geren, that he would like to thank all of the members of the Board for their untiring and dedicated service to the Academy. Mr. Prosch informed the Board that The Honorable Geren was confirmed by the Senate on Friday, July 13<sup>th</sup>, 2007, to become the 20<sup>th</sup> Secretary of the Army (SECARMY).

Mr. Prosch stated that it is well known that all of the members have robust, full-time jobs and that their involvement and keen insight is appreciated as we all work to improve the Academy. Mr. Prosch added that he considers it a privilege to represent the Secretary of the Army and will report the key issues of the meeting back to The Honorable Geren.

Mr. Prosch informed the Board that last week he attended the Semi-Annual USMA Update to the Executive Steering Group (ESG), which is the governing body for the Academy. He stated that LTG Hagenbeck provided a very thorough update to the SECARMY, the Chief of Staff of the Army and the Vice Chief of Staff of the Army. The Army leaders are very engaged, interested and continue their strong support for the Academy. Mr. Prosch stated that, having looked at the update which is scheduled for this meeting, he noticed that LTG Hagenbeck and his staff will discuss the same topics which were covered for the ESG.

Mr. Prosch stated that, as most of the members observed when attending Cadet Summer Training earlier in the day (July 14<sup>th</sup>, 2007), the Academy admitted 1,305 new cadets on July 2<sup>nd</sup>, 2007, which included the largest number of female cadets ever admitted (224). He added that he knows that LTG Hagenbeck and BG (P) Caslen are very proud of the positive leadership being demonstrated by the upper class cadre, and that summer training is going extremely well. Mr. Prosch publicly thanked Major General (MG) Mike Oates (USMA Class of 1979), Commanding General of the 10<sup>th</sup> Mountain Division at Fort Drum, and Congressman John McHugh for providing an active duty infantry battalion task force from Fort Drum, which is key to supporting the Academy's summer training. He added that, with the Army's high operation tempo in the war, it is becoming more difficult to find an available task force.

Mr. Prosch informed the Board that the recent protest against West Point's Residential Communities Initiative (RCI) has cleared and the Army will move forward with privatizing housing on the installation with GMH Military Housing as the developer. Mr. Prosch informed the Board that Mr. Ivan Bolden, RCI Program Manager, would be providing them with an update on the RCI project at the completion of his remarks.

Mr. Prosch reported that all of the key Military Construction Projects (MILCON), many of which (Jefferson Hall Library Learning Center, Pershing Barracks, and the approved location for the United States Military Academy Preparatory School) were visited by several board members on July 13<sup>th</sup>, 2007, remain on schedule and in the Army's program. The Army has

pledged over \$500 million in MILCON for West Point in the near future. He added that LTG Hagenbeck will address this issue during his Facilities Update. Mr. Prosch also commended the Association of Graduates (AOG) for their sustained and superior efforts in fund raising. AOG has raised over \$300 million in donor dollars which have enabled the construction of numerous margin-of-excellence facilities, which not only enhance the excellence of West Point, but also West Point's credibility with Congress when the Academy applies for MILCON projects. Examples of margin-of-excellence facilities at the Academy include Randall Hall, Kimsey Athletic Center, and Hoffman Press Box. Mr. Prosch noted that the donor dollars received far exceed that which other service academies generate.

Next, Mr. Prosch spoke to the Board about the \$103 million renovation and expansion of Arvin Cadet Physical Development Center. He stated that this is a phenomenal facility and that the Academy was able to obtain mission dollars largely because donor dollars were received for other buildings on the installation.

Mr. Prosch briefly discussed the construction of the Jefferson Library Learning Center and the renovations which would be made to Bartlett Hall once the Cadet Library moves to its new location. He stated that the renovations which will be made to Bartlett Hall will enable it to be a world-class Science and Learning Center.

Mr. Prosch provided the Board with an artist's rendition of what USMAPS will look like once it is relocated to West Point. He stated that this is a "good news story" and that the Army has been able to hold \$197 million dollars in the POM for MILCON to move USMAPS from Fort Monmouth, New Jersey to West Point by 2011. Mr. Prosch informed the Board that LTG Hagenbeck will discuss the Football Panel and the Honor Study Group, which are currently underway.

Mr. Prosch informed the Board that during one of his recent visits to the Academy General Casey designated USMA as a Center of Excellence for the Army on ethics and values in support of his overall leader development initiative for the Army.

Mr. Prosch stated that the "Army Team" welcomes Congressman John Hall (NY-19) to the Board of Visitors. He added that Congressman Hall has family ties to the Academy; his nephew is currently a cadet; his brother-in-law is a USMA graduate; and his father served in the Army Air Corps and is interred at the West Point Cemetery. He added that he looks forward to working closely with Congressman Hall and his staff. Congressman Hall thanked Mr. Prosch for his remarks and stated that he was looking forward to working with everyone.

Next, Mr. Prosch introduced Colonel (COL) Daniel Bruno, the new Garrison Commander. COL Bruno comes to West Point from the Pentagon where he worked in the General Officer Management Office (GOMO). Mr. Prosch added that COL Bruno had held the position of Garrison Commander at another installation when he was a Lieutenant Colonel (LTC).

Mr. Prosch spoke to the Board about the Army's new advertising campaign, "Army Strong." He stated that the Army has received very encouraging comments on the importance of this message from both inside and outside of the Army. With "Army Strong", the Army is not

talking about heroes of purely physical strength; it is also talking about mental and emotional strength, the strength of character and conviction, the strength to stand up and be counted in the defense of our Nation. “Army Strong” is standing up for everyone around you. To conclude his remarks, Mr. Prosch showed the Board the “Army Strong” video.

**5. RESIDENTIAL COMMUNITIES INITIATIVE (RCI) UPDATE.** Mr. Prosch introduced Mr. Ivan Bolden, RCI Project Manager. Mr. Bolden is a retired Lieutenant Colonel and has served as a Garrison Commander.

Mr. Bolden began his briefing by informing the Board that he had “nothing but good news”. When the Board was last briefed by Mr. Bolden (April 25, 2007), there was a protest against the contract being awarded for West Point’s RCI project. Since April, the protest had ended and the Army can move on with the RCI project at West Point.

Over the next six months, the contractor for the project, GMH Military Housing and Centex Construction, will partner with West Point leadership to work on specifics. Mr. Bolden stated that a point to remember is that “our partner, GMH (out of Philadelphia) already has five or six Army projects, and West Point will gain efficiencies and lessons learned and move out smartly.” Beginning on Tuesday, July 17<sup>th</sup>, 2007, GMH will meet with COL Bruno and Mr. Mike Colacicco (West Point Project Manager).

Mr. Bolden discussed the Army Equity Investment and stated that the Army will contribute up to \$22 million toward the project. He added that by January 2008 the development plan will be submitted to Congress for approval. Mr. Bolden stated that he is hoping that the project will be closed by July 2008. The project closing is similar to a house closing and the partner (GMH) takes over and renovation and construction begin.

LTG Hagenbeck asked that historically, not necessarily with West Point’s partners but with others, has the schedule been on track or has it “slipped to the right” and for what reasons? Mr. Bolden replied, in some cases, dates have changed by a month or two. For example, interest rates are watched and, if financial analysts suggest it would be beneficial to close a month later, that it is given strong consideration if it looks like the interest rates are going to change. Mr. Bolden added that basically, the schedules are on time by a month or two.

In conclusion, Mr. Bolden stated that, once he receives the specifics and receives input from the West Point leadership, he will be back (in approximately six months) to provide another update to the Board.

Mr. Prosch stated that he believes the timing will be perfect with the Board’s next scheduled meeting (November 16<sup>th</sup>, 2007) for him and Mr. Bolden to update the Board on how the Development Management Committee Plan is progressing prior to being submitted to Headquarters Department of the Army (HQDA). Mr. Prosch informed the Board that there are artist renditions on display in the hallway adjacent to the conference room for proposed housing which they think will be a good fit at West Point.

The Honorable Lessey addressed Mr. Prosch and stated that he believes the Board strongly supports his suggestion for timely and continuing reports.

Mr. Strong addressed Mr. Bolden and asked “with respect to the resolution of the protest, is there anything in the resolution which would be of interest to the Board or was it “sour grapes” by a loser?” Mr. Bolden replied that, when his office received the report back, it was much to do about nothing.

LTG Hagenbeck asked Mr. Bolden to clarify for the Board the end-state inventory and also the existing units. Mr. Bolden stated that a civilian firm conducts a housing market analysis of what the actual need for housing is on each installation. The firm concluded that approximately 600-800 units were needed. Therefore, the Army will work with GMH to find a range for West Point. Mr. Bolden stated that for West Point the range would be closer to 800 units.

Congressman Hall addressed Mr. Bolden and stated that, as a new member to the Board, and not being familiar with the protest or the resolution of it, he was wondering if GMH is using any local labor in the workforce for West Point’s project. Mr. Prosch stated that GMH will use local labor because it is a requirement. He added that approximately 75% of the sub-contractors are local.

Dr. Younger asked if there will be any direct or indirect effect on housing for civilian academicians or assistant coaches similar to those in the past. Mr. Bolden stated that GMH will work that issue out with the Academy leadership. LTG Hagenbeck added that Academy leadership will have a say in the issue and that the Board will be briefed on it. At the current time, there are policies and regulations at Department of the Army (DA) which require that the Academy go back to the Secretary of the Army for authorizations for certain DA civilians or coaches to live in on-post housing. LTG Hagenbeck stated that he suspects they will maintain that oversight, and that they have been very supportive.

The Honorable Lessey asked Mr. Prosch if \$500 million is better than anticipated or less than requested. Mr. Prosch stated that \$500 million is a roll-up of all military construction programs at West Point from 2007 – 2013 in the POM. He added that he could provide an exact breakout if the Board so desired. LTG Hagenbeck stated that information would be covered during his Facilities Update. Mr. Prosch added that it is a good news story and that LTG Hagenbeck is fighting the good fight and the Academy is winning in a lot of cases. Mr. Prosch stated that for the USMAPS relocation the funding has held at \$197 million; there were individuals at DA who wanted to see the cost cut to \$100 million; there was talk at DA about slipping the Science Center renovations by one year, which would have hurt USMA’s accreditation and cost more money.

Congressman McHugh asked if there were any more questions for Mr. Prosch. There being no further questions, Congressman McHugh thanked Mr. Prosch for his update and asked him to pass along the Board’s congratulations to Secretary Geren.

Congressman McHugh stated that the next item on the agenda was Board Business.

**6. BOARD BUSINESS.** Congressman McHugh began by stating that the Board should discuss the BoV Inquiry Plan for the remainder of 2007. He reminded the Board that back in the spring a plan was developed to address all subjects specified under Title 10 USC. It was the product of a very productive discussion amongst members and that he believes the end point is one which should serve the Board and the Academy very well. Congressman McHugh pointed out to the members that a copy of the updated Inquiry Plan was located in their meeting packets. Congressman McHugh added that the Board is following the plan for this meeting by focusing on two areas as agreed upon: Instruction and Physical Equipment. Of course, final concurrence is subject to discussion by the Board members. Congressman McHugh asked the Board members if they had any objections to the Inquiry Plan. There being no objections, Congressman McHugh proposed the BoV Inquiry Plan be retained as adopted at the spring meeting. Mr. Strong seconded Congressman McHugh's proposal. All members agreed with Congressman McHugh's proposal, and the Inquiry Plan was adopted in its final form.

Next, Congressman McHugh discussed the approval of the Spring Transcript. He stated that a draft was sent to all board members and the USMA BoV staff has received the members' comments. Congressman McHugh asked LTC Sarat and Ms. Kramer when the Board could expect to receive an update of the Spring Transcript. Ms. Kramer informed Congressman McHugh that she would have an updated transcript to members by July 18<sup>th</sup>, 2007. Congressman McHugh asked the Board, as had been past practice, to make adoption of approval of the transcript dependent upon the final report as updated. The Honorable Lessey seconded the motion and stated that the term to be used should be "subject to editing for publication". All members agreed with the proposal; subject to final editing and approval, the Spring Transcript was adopted.

Congressman McHugh stated that the last subject he would like to address at this time is the Annual Report Update. At the spring meeting, Mr. Rainey volunteered to take the lead on preparing the Annual Report. He added that Mr. Rainey is preparing the report after the meetings so that it will be written throughout the year so that the Board is not playing catch-up at the end of the year after the fall/annual meeting. This will facilitate completing the Annual Report, which is due to the President of the United States within 60 days of the closing of the fall/annual meeting, which is scheduled for November 16<sup>th</sup>, 2007. Congressman McHugh reminded the Board that Mr. Rainey had provided a draft of the report to the members prior to today's (July 14<sup>th</sup>, 2007) meeting as a read ahead. Congressman McHugh proposed that all members review the draft and return their comments to LTC Sarat no later than August 6<sup>th</sup>, 2007 so that an updated draft can be consolidated and provided to the members for further review no later than August 21<sup>st</sup>, 2007. Congressman McHugh asked Mr. Rainey if he had any updates for the Board regarding the report. Mr. Rainey stated that he did not.

Next, Congressman McHugh informed the Board that LTC Sarat had consolidated the Summary of Actions taken in response to the 2006 Recommendations of the Board. A draft copy is included in the members' packets and an electronic copy will be sent to members next week (July 16<sup>th</sup>, 2007). Congressman McHugh proposed the same suspense dates as the

draft Annual Report mentioned earlier. Congressman McHugh asked LTC Sarat if he had any comments regarding the Summary of Actions or the Annual Report.

LTC Sarat stated that the Summary of Actions will be distributed through the USMA Staff for further refinement as well as the continued input based on board members' responses to the draft and any other questions they may have. LTC Sarat asked that the members please take a look at the documents and please contact him if they have any questions.

LTC Sarat informed Congressman McHugh that at this time there were no other items for discussion under Board Business.

The Honorable Lessey stated that he thought he was the one a few meetings back who raised the issue that it did not make a lot of sense to have the Board make comments and suggestions and then, instead of the Academy responding fairly quickly, the Academy would wait until the Annual Report was published to provide a response. The Honorable Lessey stated that, when he mentioned this when the SECARMY was at the meeting, it seemed to get his attention and he appeared to agree. The clarification which The Honorable Lessey stated he wanted to make was that "it is a response; it is not necessarily your final version of the Annual Report. In other words, the document which I see in front of us today is a work in progress and the Board can review it, comment on it and it can be changed prior to the final version of the Annual Report".

Congressman McHugh asked if there were any further discussion on LTC Sarat's report to the Board. There being no further comments, Congressman McHugh asked LTG Hagenbeck to provide the USMA Update.

**7. USMA UPDATE.** LTG Hagenbeck thanked Congressman McHugh and began his update by proposing that the Infrastructure Update and the Accreditation Update be provided, and then if the Chairman (Congressman McHugh) agrees, the Board would break for lunch. By that time, BG Caslen should arrive in order to provide his update to the Board.

LTG Hagenbeck welcomed the board members to the meeting and stated that he was pleased to have them here. He added that members need not wait until the quarterly meetings to visit West Point and that the Academy is always open to them and their constituents.

LTC Hagenbeck turned the meeting over to COL Colpo, USMA Chief of Staff, to provide the Infrastructure Update.

**a. INFRASTRUCTURE UPDATE.** COL Colpo began his update by stating that the Superintendent and Mr. Prosch have had a lot of discussions regarding infrastructure at West Point. COL Colpo emphasized that it is a "good story". COL Colpo informed the Board that USMA has agreed not to push "little projects" on the Army. Major priorities have been set and USMA has not backed off of those priorities. He added that LTG Hagenbeck has "dug in" and Army Leadership has backed him.

Next, COL Colpo broke down the \$500 million for the Board by project. \$197 million will go to relocate USMAPS to West Point; \$182 million for the Science Center in Bartlett Hall, and approximately \$100 million for new cadet barracks and a new fire station. West Point is in need of a new fire station to replace the station which is located across from the Old Cadet Chapel. This is what USMA is tracking for the next five years.

Next, COL Colpo pointed out that in May 2007, during the Senior Station Review Group (SSRG), the Vice Chief of Staff of the Army (VCSA), General Cody, reinforced that USMAPS needs to be relocated to the Washington Gate site at West Point. This site is close, but separate from the remainder of the Academy, so that cadets, Soldiers and USMAPS “prepsters” are separate, but can use some of West Point’s facilities (Post Exchange, Commissary, Keller Army Community Hospital), and not be isolated. The USMA leadership did look at and consider other sites (Lake Frederick and Camp Buckner), however, the Washington Gate site was the preferred location. The original cost estimate in August 2006 for this site was \$212 million, the Army and West Point leadership agreed to reduce the cost to \$197 million. This cost reduction was made possible by eliminating two athletic fields. In addition, the United States Army Corps of Engineers (USACE) is providing a 15% savings on primary facilities. COL Colpo added that the project is on schedule to begin construction during spring 2009 and should be completed in 2011.

LTG Hagenbeck stated that this is a “good news story” in regard to the amount of money it will cost, but that we all know “budgets do not have memories”. Therefore, with the projected five-year plan, every year USMA leadership must reconfirm the requirement with Department of the Army. LTG Hagenbeck added that West Point will establish an internal transition team by the end of Calendar Year 2007. The team will be lead by a field grade officer who will begin to work all of the issues which will need to be handled with the move from Fort Monmouth to West Point. The Superintendent stated that USMAPS must be operational in the summer of 2011. He added that he is comfortable that this can be accomplished and that the Army has done this before and that West Point has some templates it can use to make this happen. In addition to visits to the physical location, West Point leadership will keep the Board apprised in the out-years. As time gets closer, leadership will need to rework the policies associated with USMAPS and USMA. He stressed that there is a distinction between USMAPS candidates and USMA cadets, by law, as well as by policy. Cadets who are at the Academy are part of the United States Army end-strength and are under certain rules and regulations. USMAPS candidates are enlisted Soldiers who will be here. There are certain policy issues which must be made clear to everyone prior to operation in 2011 so that the administration, cadets and candidates understand how to handle the policies. For example, co-mingling is not authorized among athletes. National College Athletic Association (NCAA) rules preclude USMA coaches and leadership from doing certain things with USMAPS athletes. This is why the athletic fields for USMAPS are necessary. LTG Hagenbeck added that three athletic fields are the bare minimum which he believes USMAPS should have. As time goes on, the number of fields may need to be increased, but that issue will be worked as needed.

Dr. Younger asked COL Colpo if alternate sites for USMAPS were still being studied. COL Colpo stated that as of last week alternate sites are no longer being considered. Senator Reed



asked if BRAC funding in the supplemental was included in the \$197 million approved. Mr. Prosch stated that \$197 million is programmed for the relocation of USMAPS.

Next, COL Colpo updated the Board on the Science Center. He informed the Board that at the SSRG in August 2006, the VCSA and Under Secretary of the Army (USA) approved two separate projects totaling \$118 million. In January 2007, the project working estimate was increased to \$182 million. \$71 million will be available in FY 2009 to renovate the Old Library, Building 757; and \$111 million will be available in FY 2011 to renovate Bartlett Hall, Building 753. In addition, at the SSRG on June 26<sup>th</sup>, 2007, the VCSA reaffirmed the Science Center Project is on schedule for FY 2009 and 2011 to insure USMA's accreditation.

COL Colpo stated USMA is considered a "high-speed" engineering and science school and that this project is very important. He added that this has been recognized by General Cody; in fact, he spoke up when individuals at DA talked about "sliding the project to the right" and stated that it could not be delayed because it would jeopardize accreditation. COL Colpo stated that the project has grown in scope by seismic issues and force protection issues. The center will include an array of chemistry, physics and photonics labs. Initial estimates did not include the engineer work for seismic and force protection requirements. The good news is that Army leadership is behind West Point leadership; the Academy currently has the approval to proceed to 35% of the design, which is what it needs in order to get moving on the project. COL Colpo added that he does not see any "road blocks" at this time.

Congressman Hall asked COL Colpo what the seismic issues are which concern leadership. COL Colpo stated that it has to do with the legal requirements when you build a facility to reinforce it to the point where it will not crumble in an earthquake. Congressman Hall asked if there was anything specific to the site (buildings 753 and 757). COL Colpo stated that there was not and that it was just a requirement by law.

Mr. Rainey asked if the Academy had a radon issue within the buildings and if it were very pronounced. COL Colpo stated that radon exists more so than in other locations because of the large amounts of limestone and rock in the West Point area. Therefore, the Academy takes all of the preventive measures required to mitigate by installing evacuation systems in the buildings. Mr. Rainey asked if it were a major cost issue. COL Colpo replied that it was not considered a major cost issue.

Next, COL Colpo updated the Board on Cadet Barracks. He stated that members of the Board who arrived on Friday, July 13<sup>th</sup>, 2007 received a tour of renovated areas in Pershing Barracks. These areas were the same that the members previously toured during last year's fall visit. He added that \$22 million has been invested in the last two years with Sustainment, Renovation and Maintenance (SRM) and Training Barracks Improvement Plan (TBIP) funds to address water infiltration in the barracks. COL Colpo stated that it was an absolute embarrassment to have cadets living in the barracks in the condition they were in. COL Colpo added that the work which has been done is just a patch and that the next step in the program is constructing a new barracks building, which is in the Fiscal Year Development Plan (FYDP) for FY 2013 – 2021. The new building will be located behind Bradley Barracks, and will give the Academy enough space to spread cadets out (reducing

the number of three cadets per room to two) and also give “swing space” to allow renovations to all nine of the barracks buildings (one per year), which will cost approximately \$30 million.

COL Colpo completed his briefing by updating the Board on SRM Unfunded Projects for FY 2007, which was requested by Mr. Rainey. He informed the Board that this year West Point received approximately \$40 million in SRM funds, and he provided a breakout of the projects. He stated that General Wilson had been provided the list of projects and that LTG Hagenbeck has spoken with General Wilson and General Cody regarding the projects. The first project on the list is for renovation and fire suppression of Building 606, which houses Admissions and the Dental Facility. The estimated cost to make the renovations to Building 606 is \$10.5 million. If and when USMA receives funding at the end of the year, projects will be able to be funded.

LTG Hagenbeck thanked COL Colpo for his update and asked COL Kruger to provide his update on Accreditation.

**b. ACCREDITATION STATUS.** COL Kruger began his update by introducing himself to the members of the Board. Earlier in the year, COL Kruger provided a briefing to the Board on the accreditation programs: both the Middle States Commission on Higher Education (MSCHE) and the Accreditation Board for Engineering and Technology (ABET).

In May 2007, there was a pre-visit by Ms. Linda Susky, who is the liaison between USMA and MSCHE. Ms. Susky met with faculty, members of the Executive Committee, working committees which will run the accreditation process, and a number of cadets. Ms. Susky commented at the end of her visit “I wish I could clone you at all the other institutions that I manage”. COL Kruger added that this was a very positive on-site visit. The second stage of Ms. Susky’s initial discussion with Academy leadership prior to approval of the accreditation plan was to visit with the ESG, which is the Academy’s governing body. Ms. Susky met with General Cody June 25<sup>th</sup>, 2007. It was the following day that COL Colpo met with General Cody via Video Teleconference (VTC) and discussed the Science Center. This was a very positive approach towards USMA’s accreditation. The entire ESG at Department of the Army understands the accreditation mission. The “good news” story is the self-study concept which USMA has. The plan was approved very early in the process by MSCHE and, beginning in August, working group chairpersons will go into further detail to develop questions and answers and form what will be USMA’s self assessment. The first Self Study Report is due to the ESG in the winter of Academic Year 2008-2009. COL Kruger added that the USMA expects a visit by the accreditation team in the fall of 2009. Bottom line is that the Academy is off to a wonderful start in the process and everything appears to be more than on-track.

LTG Hagenbeck stated that this is the first time he has been through this type of a process and he was extraordinarily impressed with the teams and groups which have been formed, and the back briefs which were provided to him prior to Ms. Susky’s visit. He added that he thinks the Academy is well on-track.

BG Finnegan stated that the MSCHE Accreditation is conducted every 10 years and really is the Academy's report card as an institution. He added that MSCHE is the Academy's institutional accreditation; some of the other accreditations the Academy goes through are program accreditations. Certainly, the academic programs are reviewed, but the team looks at the Academy institution-wide, to include USCC and the entire Cadet Leader Development System. BG Finnegan added that the self-study work groups which are formed are chaired principally by individuals from the academic departments, but they include other faculty members from across the Academy as well. The accreditation process itself is a long build up to a very short visit. The accreditation team will come in normally on a Friday and will be gone by Monday morning. A lot of work is done on the self-study, and reading through it beforehand enables the interviewers come armed with questions and issues they wish to address. Interview processes are set up between the team members and cadets, faculty members (military and civilian), and with others with whom they may wish to meet. BG Finnegan added that, as COL Kruger previously mentioned, the Academy is off to a great start and the Academy leadership is very optimistic about where we are headed and how this will turn out.

The Honorable Lessey stated that Middle States appears to have shifted its emphasis more from the process and the system to the results. He asked if this had come to the Academy leadership's attention? He added that it would involve establishing a matrix in how the Academy would measure the results of the education system during the process. BG Finnegan replied that this was not necessarily the case. He stated that Middle States certainly looks at the matrix which the Academy uses, but what they look for at any institution is: what are your aims and have you achieved those aims. BG Finnegan added that the accreditation team will look at what the results of the program had been for the Army and the graduates. The overall Middle States method of doing this has not changed.

COL Kruger stated that he would provide The Honorable Lessey with a copy of the Middle States Standards. He added that Middle States is reinforced as most accreditation agencies are going to, be looking more and more at the effectiveness of the institutions, really the processes and frankly largely focused on the planning of the subsequent processes.

Next, COL Kruger covered the other accreditations which the Academy will be undergoing over the next 18 months. The first being ABET, which is the accreditation of the Academy's programs as opposed to the institution as a whole. Currently, there are seven Engineering/Technology programs which are accredited under ABET. The Academy is looking at introducing three additional programs (Chemical Engineering, Nuclear Engineering, and Information Technology), as well as reaccreditation of the existing programs. ABET Accreditation is critical for going onto graduate schooling for engineering programs and to the Academy's reputation around the nation. BG Finnegan added that ABET Accreditation is on a six-year cycle, and occurs earlier than MSCHE.

The Honorable Lessey stated that he sensed the Academy has this well under control and is "oozing great confidence". BG Finnegan stated that the Academy is used to these processes and what is supposed to be done. He added that ABET has visited before and been impressed with what the Academy has accomplished, but the Science Center, and the

continuation of the building of the Science Center, are critical to Middle States and ever more so to ABET. During the last two visits, the accreditation teams have noted that the Academy's science facilities are not adequate, modernized, or updated. ABET has been told on the last two accreditation visits that a new Science Building is in the works; they will certainly be looking for more than promises on this site visit.

LTG Hagenbeck stated that one of the reasons why the Academy has garnered the support from the Secretary of the Army and senior leadership at the Pentagon is that the Academy leadership has made a compelling case that West Point is not an entity in and of itself, and that the Academy extends way beyond the physical plan which exists here; not just through the cadets, but through the rotating faculty which eventually goes back out to the Army. More importantly, what the Academy is beginning to put a spotlight on is the intellectual capital which exists here for the Army and, in some instances, for the military, Department of Defense (DOD)-wide, in providing research. LTG Hagenbeck added that over the last couple of years he has seen numbers range from \$20 million to \$25 million per year of research which the Academy has done for the Army-at-large. LTG Hagenbeck informed the Board that General Casey understands this and that he has made a couple of trips to West Point shortly after becoming the Chief of Staff of the Army.

BG Finnegan added that the other interesting part about the research is that 100% of the research projects the Academy conducts also involve cadets. The projects are usually led by a faculty member, but every project is cadet-related to what is taught in the classroom as well. BG Finnegan stated that the Academy does save money in the research area because, if the Army goes to a contractor or even another institution for the research, it will get charged much more money than if done by the Academy. He added that the Academy is at the maximum amount of this work which it can complete and also accomplish the rest of its mission. There have been times research projects have been turned away because the Academy does not have enough faculty and cadets to conduct the research. BG Finnegan stressed that the Academy's ability to conduct research is a great asset to the Army. BG Finnegan informed the Board that in May of each year the Academy holds Projects Day. Last year, approximately 200 cadet-run projects were on display. BG Finnegan extended an invitation to the members of the Board to visit the next Projects Day (currently scheduled for May 8<sup>th</sup>, 2008).

Congressman Marshall stated that he is new to the Board and is not familiar with the budgeting process which USMA goes through or the history of the redevelopment of the Science Center. He stated that, with the cost jumping from \$59 million to \$111 million and with budget constraints which will be experienced in upcoming years throughout the Army, he would be skeptical about basing too much of the Academy's case on what the accreditation team would like to see happen. Congressman Marshall explained the reason he made this statement is because he is familiar with accreditation processes and, in his experience, if you bump into someone in the decision making process with this type of experience they will be skeptical as well, because experience has shown that, when faculty and staff are interested in getting something done within the institution (for whatever reason), they actually work with the accrediting agencies and get the team to say "you need to do this", in order to get someone from the outside to put pressure on the institution (trustees,

etc.) to generate the resources. Congressman Marshall stressed that he suggests that the case for the Science Center needs to be made as much as possible on the merits, rather than with reference to accreditation.

BG Finnegan stated that Congressman Marshall's statement was accurate and added, regarding ABET Accreditation, that it has been clear that the Science Center and the antiquity of the facilities have been a concern on a quality basis, not just ones that USMA leadership has raised; ABET has mentioned this during the last two inspections. BG Finnegan explained the downside of not complying with making the renovations, that the ABET team could come to the Academy in 2008 and, if they do not think the Academy has done what it said it would in the past, ABET will not accredit the Academy for six years. They would just accredit the Academy for three years and return after three years to see if changes have been made. If the work is still not completed after they return, then accreditation would be withdrawn.

Congressman Hall made an inquiry regarding Jefferson Hall Library and Learning Center. He asked if, as the Information Technology (IT) component expands, does that diminish the amount of space required for "paper products" or does that remain constant or increase overall? BG Finnegan replied that it does remain fairly constant and that the Academy is going to digitization of a lot of the items which are in the current library. He added that the Academy does still need space for books, and that the Library acquires more books than it has in the past.

Next, COL Kruger covered National College Athletic Association (NCAA) Certification. He explained to the Board that this was started several years ago to bring what the NCAA and higher education saw as institutional oversight back into the athletic programs. USMA was first certified in 1999 and is ready for the ten year recertification. The self-study process will begin in September 2007, with a report due to NCAA in September 2008.

COL Kruger stated that over the course of the BoV meetings scheduled for the remainder of 2007 and in 2008, he will provide an update on where the Academy stands in the process of all three accreditations/certifications.

This concluded the Accreditation Status Update.

Congressman McHugh stated that, in order to keep on schedule, the Board will take a 30 minute recess to go through the buffet line for lunch and return to the conference room for a working lunch. During the recess, members who were interested were given a brief tour of Kimsey Athletic Center by Graduate Assistants.

The meeting reconvened at approximately 1230. Congressman McHugh turned the meeting over to the Superintendent.

LTG Hagenbeck welcomed BG Caslen, Commandant, USCC, to the meeting. LTG Hagenbeck explained to the Board that BG Caslen just returned from the Change of Command Ceremony of the Cadet Summer Leadership out at Camp Buckner.

c. **HONOR STUDY**. LTG Hagenbeck started this part of the update by informing the Board that, in his perspective, the Honor System in place at the Academy is healthy. He stated that his transition teams, and then subsequently (last August) four former superintendents, stated that “it is always healthy to put a spotlight on honor.” LTG Hagenbeck added that he thought now is probably the right time to do this, as he is going into his second year as the Superintendent at USMA. LTG Hagenbeck asked LTC David Jones to provide the Board an update on the Honor Study Group.

LTC Jones began his brief by stating that, prior to his current position as the Special Assistant to the Commandant for Systems and Planning, he spent several years in the Simon Center for Professional Military Ethics (SCPME), conducting the Character Education Program. In addition, LTC Jones mentioned that he is a member of the Honor Study Group. He stated that the group is an initiative to look at the pulse of the Academy’s Honor System and process. The group looks at how healthy the program is from a cadet perspective and how cadets perceive it, and how the staff and faculty, especially the rotating faculty, perceive it. Education needs to continue for both populations to make sure the Academy is focusing on indicators whether there are issues or just turbulence in the process. LTG Hagenbeck stated that, three or four weeks immediately following graduation, the Academy then has been through the process for an entire year of educating cadets on honor and respect. Then after the graduating class departs, and before new cadets enter, the cadets average being at the Academy for 18 months. He added that the Academy is not an organization which can educate over a period of time and plateau with only incremental improvements. LTC Jones stated that the Academy spends a lot of time from the day the cadets arrive with their initial Honor education, understanding what the cadets bring with them from high school, USMAPS, etc., from a society where 80% admit to cheating in high school and 60% in college.

LTC Jones informed the Board that the group is under the leadership of General (retired) Frederick Franks, and is composed of select members on the Academy staff, MG (retired) John Altenburg (former deputy JAG), Dr. Len Marrella (author of *In Search of Ethics*), and current and previous Cadet Honor Captains. The group met in June 2007 and was very productive. Issues to be focused on included the current Honor climate (alcohol as a defense, plagiarism, and cadet “legal advice”), adherence to principles/spirit of the Honor Code, and attitude, trends, and culture of cadets and staff/faculty. LTC Jones stated that it is important to communicate that “this is not just a West Point thing”. Values in the Army are absolutely the core of everything we do. He added that November 2007 is the target time to bring to the Superintendent some insight which has been gathered from interviews, subcommittees, etc.

Congressman Hall asked for clarification on cadet “legal advice”. LTG Hagenbeck stated that the Cadet Honor System is administrative in nature. Couple that with the results of the Borman Commission on a cheating scandal from 1977-1978, which recommended that there be legal counsel to ensure that any cadet accused of an honor violation had due process. Over time, perceptions and views of cadets and others differ on how much or how little this has become more of a legal system. BG Caslen provided the Board with a scenario. If a cadet is caught lying or plagiarizing, or is accused of such, prior to the investigation being

done, the cadet is offered the opportunity to seek legal advice. Normally, the legal counsel would advise the cadet to say nothing, invoke his/her rights and plead not guilty. At this point, the cadet would know whether he/she committed an honor violation, and now he/she is being advised to plead not guilty and to deny the violation. In the event that the cadet has committed the violation, which is the case a lot of the time, the cadet is caught in another moral dilemma on how to plead and proceed through this. A lot of the time cadets will take the advice of counsel, plead not guilty and as they go through the process (investigation, honor board and hearings with the Commandant and Superintendent) the cadet perpetuates the non-truth. In some cases it is very clear that a violation has occurred, but you will hear that a cadet is caught in a moral dilemma, wanting to come forward and tell the truth, but instead, takes the advice of counsel and pleads not guilty.

Congressman Marshall stated that “law schools deal with the exact same issue. Of course, they are full of law professors who are pretty steeped in what due process is in different settings”. Due process between a parent and a child is a lot different from that of the government and someone accused of capital crime. Somewhere in between the balance needs to be struck in an institution like West Point, and what happens is, when lawyers get involved, they always see due process requirements as being the same as those which are given to a criminal being defended. A lot of institutions and people in those institutions will argue that is not the case; that it should be different and that a student should not be subjected to the type of dilemma that he/she has, getting legal advice to say “not guilty”, knowing that he/she is guilty. One of the problems with a student pleading “not guilty” and it turns out that he/she is guilty, is that on top of lying to start out with, he/she has repeatedly lied again, while trying to figure out what to do.

LTG Hagenbeck stated that Congressman Marshall’s point is one that is well taken, and is one that will be considered “by this group because of that”. He added that this is not universally a recommendation by the lawyers, and that the lawyers are also most often junior officers who come to the Academy, and it is part of their education to develop this as well.

Congressman Marshall stated that the real question is whether or not someone should be free to plead “not guilty”, and then not have consequences associated with that. When it comes to the sentencing phase, and it has been concluded that he/she was in fact guilty, the question becomes whether or not, in addition to being guilty of the original offense, he/she is guilty of having lied repeatedly in an attempt to “get off”. Congressman Marshall stated that what he has concluded is that it is appropriate to penalize, in a setting like this, for the subsequent lies; that there is no right in the Academy’s system for someone to plead “not guilty”, when in fact, he/she is guilty, and then think that there is some type of immunity associated with the later lies.

Mr. Rainey stated that this is not a criminal proceeding, and that is what he believes Congressman Marshall is getting at. The ground lies between the criminal proceeding and the relationship between a parent and a child, and that he believes that the Academy is setting up the cadets for a false choice. He added that he noticed this had happened at the University of Virginia. When Mr. Rainey was there, students did not have rights to representation; a student went before the honor counsel and, if he/she was found guilty, had to be off the

grounds within 24 hours, end of story. Things have developed differently because of the ways society has evolved over time. Mr. Rainey stated that he believes that Congressman Marshall has hit on something and that it needs to be thought about. The proceedings which the cadets go through for honor violations are not criminal proceedings, and pleading “not guilty” is not the same type of plea that it is in a criminal proceeding. Congressman Marshall added that one could go as far to say that in a setting like this, not only is one not permitted to lie, pleading “not guilty” when he/she is guilty, but in addition, one is not free to be quiet. A cadet has to state affirmatively what he/she did or deny it (which can lead to further charges). In the criminal justice system, one is free to be “quiet”. Mr. Rainey stated that it sounds as if the Academy is trying to give cadets Miranda-type rights, and is not sure how that applies.

Mr. Hall stated that he is not sure how the Academy’s system was developed, but in the civilian sector administrative proceedings in employment situations have a due process and rights are involved. He added that the United States Supreme Court has addressed this issue under the Garrity Decision. If an individual is being dealt with within an administrative setting, you can in fact go through administrative proceedings and do as Congressman Marshall suggests which is to order the individual to answer the questions. All of the information which then is received can be used against the individual in administrative proceedings, but none of the information can ever be used in a criminal proceeding. Mr. Hall suggested that Academy leadership take a look at the Garrity Decision and have the Staff Judge Advocate (SJA) take a look at it as well and decide whether or not, in the Academy’s setting, it can be used in some cases of violation of the Honor Code.

BG Finnegan stated that, as someone who has been a military lawyer prior to becoming the Dean of the Academic Board, and has been involved with the Honor Code and System a number of times, we have really hit on what the issues are. It is not a criminal proceeding. It is not even intended to be an adversarial proceeding; it is intended to be administrative in nature in order to reach the truth. What often happens is because young military lawyers, fairly recent graduates of law schools, who are rarely West Point graduates, do not understand what the Honor Code/System is meant to do. Frequently, the advice which they give, if it is not to deny the accusation(s), it is to make the Academy prove it, which is the wrong advice to give. This requires a constant education process because there is turnover among the lawyers who are giving advice. BG Finnegan stated what needs to be clarified is that they (the lawyers) are not part of the hearing, not questioning witnesses, and not suggesting that they are giving advice prior to the cadet(s) going into the proceedings. Sometimes that advice, in the Dean’s opinion, is misguided. Cadets are being advised as if they were going into a criminal proceeding and making the government prove its case against the accused, which is not to the overall benefit of the cadets facing an honor allegation. BG Finnegan stated that having MG (retired) John Altenburg on the Honor Panel will help with this issue. Although he is not a West Point graduate, he has children who are graduates and is very conversant with the Honor Code/System and with what is done at the Academy.

Congressman Hall questioned what the range of Honor Code violations has been, from the mildest to the most severe. LTG Hagenbeck stated that all violations are submitted to the Commandant, and some could be turned back before being forwarded to his (LTG Hagenbeck’s) office. BG Caslen stated that a lot of the violations are typical adolescent-type



behavior. For example, a lot of the violations have to do with plagiarism, which is the result of carelessness or lack of time. He added that it is easy to plagiarize these days; all a cadet has to do is go on the internet and not only find a reference speedily, but also find papers which have already been written on the same topic. The temptation to cut and paste the information and transport it and put it in one's own paper is just "click and drag". The Commandant added that, if one does "click and drag", he/she must properly document the source he/she used. Often times papers will be seen which have 12 references and only two of the 12 are documented properly and the rest are not documented at all. This leads the instructor to investigate to see what sort of plagiarism is taking place. Some of the more egregious violations are fairly willful. For example, there was a deliberate attempt to ask someone to sign an individual in for taps. The individual made the conscious decision not to be in his/her room for taps, and asked the roommate to sign him/her in. LTG Hagenbeck added that, from his perspective, new cadets do not completely understand the system, and are very "self-placing" and will turn themselves in for what they have done even if it is as simple as "did you shine your shoes this morning?" The initial response might be "yes I did" (because he/she does not want to receive demerits for not shining his/her shoes), but later in the day, the individual comes forth and states that he/she did not, turning himself/herself in and going through the honor process. As cadets mature through the system and receive the education, the Academy sees fewer of the minor infractions and more of the more egregious infractions. The Superintendent stated that 50% of the cases which reached him this past year were for plagiarism. The bulk of the cases came during the first semester because of what the Dean instituted after that; cadets must sign a cover sheet when they turn in an assignment which states that "I properly documented all of my work". BG Finnegan added that this is called an "acknowledgment statement", which was used years ago and had been discontinued for some time. In many of the plagiarism cases, the excuse/defense would be "I was so rushed and under such pressure that I meant to document it, but did not." BG Finnegan stated that he worked with the Honor Committee and a group from the Simon Center to figure out "how do we do this and what is the purpose for doing this?" The answer was to make the cadets stop and reflect and actually affix their signature to an assignment stating that "I have thought about all of this and put the documentation down". The Dean informed the Board that, because of this implementation, the statistics for plagiarism have dropped significantly. LTG Hagenbeck stated that every level of the cadet chain of command, as well as the military chain of command, up to the Commandant, makes a recommendation on the punishment prior to cases getting to his office. There is seldom consensus from all of those areas, and the cadet appears before him with his/her chain of command, and he makes the decision, recognizing it is a developmental process. LTG Hagenbeck stated that the new cadets have less harsh punishments than a cadet who has been in the system for three to four years, who understands the system and is getting ready to be a commissioned officer. Punishments range from being put in an honor mentor program with minimal penalties, all the way up to separation. Separations are processed by the Secretary of the Army, who receives recommendations from the Superintendent, and the SECARMY decides whether an individual should pay back the Academy the cost of his/her education, and also decides if an individual will be placed in the United States Army as an enlisted Soldier on active duty. This of course depends on a number of factors.

Congressman Marshall commented that he had drafted an Honor Code for the law school at which he previously taught, and was the head of the honor process. He added that there were instances in which students claimed they did not know they had committed plagiarism. In fact the first time the situation came to light, it was so stunning that the student stated she never realized (while going through The University of Georgia) that what she was doing was considered plagiarism. Congressman Marshall stated that he is not comfortable with the fact that the cadets sign statements with regard to specific documents because of the negative implication with regard to those statements. He added that the committee of which he was head decided that students should be educated early on what is expected and what is not, and that was that. Students did not have the luxury of a Defense Attorney. BG Finnegan stated that the Academy has done that (educated cadets early on) for many years. He added that not only do cadets receive honor education through Professional Military Ethics Training, but it is a requirement that before the first class of each semester, instructors must go over the documentation policies and what plagiarism is.

LTC Jones added that the signature on the acknowledgement form is also part of the education of honor. Every time one signs his/her name to a document in the Army, it makes a statement of what he/she is doing. Signing a document is and should be a conscious step before saying “this is my work or this is not my work, and these are the people who helped me through the process”.

BG Caslen reiterated an early point which LTG Hagenbeck had made about the developmental process, by stating that when he was here as a cadet, it was “lie, cheat, or steal, or tolerate those who do,” and you got kicked out. It did not matter if you were a new cadet or if it was the day before graduation. BG Caslen added that, after he graduated (1975), there was the Borman Commission as a result of the 1976 honor scandal. At that time, the decision was made to give the Superintendent the authority to exercise discretion as well as separate a cadet. Discretion is separation or suspension. If a cadet is suspended, the Superintendent has the authority to decide the length of the suspension. Options include turning a cadet back to repeat a year, entering the Army as a private on active duty for a period of time, or remaining with the class. Each of the opportunities are evaluated by the Superintendent with recommendations from the cadet chain of command and the officer chain of command, and the cadet’s performance altogether. The Commandant added that the system allows leeway for the Superintendent to apply the appropriate developmental process for each particular cadet/case. BG Caslen stated that he thinks it is a great system.

LTG Hagenbeck informed the Board that the Academy leadership will be “putting a spotlight” on the things which were addressed by the members, and will keep them apprised on the progress. BG Caslen stated one thing which the Academy does for all honor violations, which is phenomenally successful, is to take the cadet and assign him/her to an officer/instructor within the Academy, and put him/her through a 9 to 12 month process. There is a series of projects which have to be completed, a paper which must be written, classes which must be given, and a must-keep-journal of his/her reflections during that period of time. If one were to go back and read a cadet’s reflections from when he/she has denied the violation to the point where he/she has ownership of the situation, the evolution taking place is phenomenal.

Mr. Rainey questioned whether cadets have to certify on a, for example, math exam that he/she has not cheated. BG Finnegan stated that the acknowledgment statements are for out-of-class assignments only. Mr. Rainey asked if the Dean had ever thought about implementing such a requirement. BG Finnegan replied that he did not believe it was necessary to do so. Congressman Marshall argued that that is the “flip side to the coin” which he previously described, and that there is no way to have a bright line and to know for sure we caught someone violating the Honor Code. He added that it would be his instinct not to do any of the things discussed and that one would have to come up with a pretty good excuse as to why he/she did not understand that the source used had to be documented. BG Finnegan stated that, unfortunately, that has not been the experience, and part of it is because of the extensive use of the internet and what was learned in high school. A lot of times it is acceptable in high schools for students to “click and drag” information from an internet site, add it to their work and not have to document the source. When a student arrives at the Academy, he/she remembers what he/she was taught, and does not see it as plagiarism; it is simply seen as part of the research. LTG Hagenbeck stated that he expects conversation regarding cadets signing their in-class assignments to be covered by the Honor Board and recommendations to come back to him. As a final point to put this in context, the number of cadets who go before the Honor Board is extraordinarily small in the larger picture.

Senator Reed added two points which he believes are very useful for discussion. He stated that cadets, in their own minds at least, have a constant excuse that they do not have enough time to complete assignments. The Academy is not like an academic environment where one can take a class Wednesday morning and a class Thursday afternoon. It is very different. Senator Reed added that cadets are advised that they do not have enough time to do everything, and the other aspect is that the cadets are younger (17 and 18 years old), not individuals who have already gone through a college. Senator Reed stated that he senses the context between in-classroom and out-of-classroom assignments is critical. When one is in a classroom taking a test, he/she is surrounded by other cadets and it is a lot harder to take a textbook out and cheat. Operationally, to have someone sign a document in class stating that he/she did not cheat is probably not entirely consistent with the experience and it seems that this device, good, bad or indifferent, has at least lowered the number of incidents and maybe in a way that is good. Senator Reed commended LTG Hagenbeck for, on his own initiative, bringing this issue up because his instincts are right on track. Senator Reed added that he believes this is one of those issues which, if it is not watched constantly, will suddenly be a big mess. LTG Hagenbeck commented that this has happened and is the reality, and that two of the former Superintendents who had visited him last summer (2006) lived through the dilemma and were stunned by how quickly it occurred. LTG Hagenbeck informed the Board that he had just completed reading *On Brave Old Army Team, The Cheating Scandal that Rocked the Nation: West Point 1951*, by James Blackwell, which involved members of the football team. He stated that, if one believes everything he/she reads, it literally happened over night. Before all was said and done, in approximately a six month period, a large number of cadets were enmeshed in the scandal. He added that the Academy is trying to be proactive in taking a look at things and wants to understand the culture in order to preclude something like that from happening again.

Congressman Hall asked that the Board move to the topic of “alcohol as a defense awareness” and how it is progressing. BG Caslen informed the Board that last year the Academy did not see alcohol being used as a defense that much. The year before, it was seen a lot. BG Caslen stated that the argument usually goes like this; “I was so drunk that I do not remember what I said and, if I lied, I do not remember”.

The Honorable Lessey reiterated the compliment which Senator Reed made earlier regarding the Superintendent’s focus on this subject. He added that “we obviously do not need to be reminded that this is the cornerstone of the Academy”.

Congressman Marshall stated that this discussion is kind of an apropos of one which the Board had during one of the previous meetings regarding Sexual Harassment. He said that Pew Research has been using the same polling questions for decades, so they can see how Americans and people around the world have been answering specific questions for decades. He added that they will continue to do so, and wonders if the Academy should do the same thing: asking specific questions designed by experts. COL Kruger informed the Board that there are a number of people on his staff and the staff of the Department of Behavioral Sciences and Leadership who help develop the questions on the surveys. He added that, not only does the Academy go back and follow the cadets from plebes to their first-class year to see how they have changed over time, but the Academy also follows them into the Army and asks them questions as graduates and commanders in the Army. COL Kruger stated that there are records going back 20 years for a number of classes. Congressman Marshall asked to clarify if the Academy has been asking the “right” type of questions. Can one look at the responses being received by cadets for the last few years, compared to the same questions and the responses received by cadets at least 20 years ago to see how the population has moved? COL Kruger stated that was correct. Congressman Marshall added that so many people have found that the Pew Research information, going back much further than 20 years, is found to be very useful in analyzing social phenomena, that it would be wise for the Academy to set up something that goes further than a 20 year window. LTG Hagenbeck stated that Congressman Marshall made a great point and that the Academy leadership will follow up on it.

Congressman McHugh stated that the discussion on the Honor Study has been very good discussion and that the Board looks forward to further reports.

**d. DEVELOPING VALUES AND ETHICS (ETHICAL DOMAIN GOALS).** COL Kruger informed the Board that one of his roles as the Superintendent’s Strategic Planner is that of Integrator of the Cadet Leader Development System (CLDS). He stated that the CLDS book is being updated and is on track for the next spring/summer session. COL Kruger said that a member of the Board had asked him questions about how the Academy goes about developing the ethics and values of cadets.

Over the last nine months, the six domain Chairs have been very carefully and methodically developing a measurable set of goals for each of the Academy’s six developmental domains. COL Doug Boone is the Head of the Simon Center and is the Chairman for the Superintendent in developing institution-wide guidance for ethics and values of cadets.

COL Kruger stated that, while the Commandant's Professional Military Ethics Education Program was probably the cornerstone of the Academy's values and ethics education, in a formal sense the entire institution contributes in both an informal and formal way. As an example, the Dean mentioned earlier that, at the beginning of each semester, the instructors very carefully take what is academically required of documentation. It is an academic discipline which the cadets need to know reinforces the Honor System.

Next, COL Kruger put the moral ethical development into context. There are three developmental domains which focus on character: Human Spirit, Moral-Ethical, and Social Development domains. He pointed out that the Domain of the Human Spirit is intended to lay the foundations for the Moral-Ethical Domain, while the Social Domain is primarily about the outward manifestation of good character. The bottom line is that all cadet development is carefully integrated into producing all aspects of a leader.

e. **FOOTBALL STUDY GROUP.** LTG Hagenbeck began this section of the USMA Update by informing the Board that the Academy had convened a Football Study Group and that decisions had not been made at this time, but were expected by 1 August 2007.

LTG Hagenbeck stated that he chose to have this study done as the result of many letters which were received after the change of the head football coach this past spring. LTG Hagenbeck added that he wanted to take a look at the entire program, and he is convinced the right head coach was selected. From a narrow focus, Academy personnel are tired of losing at football and the goal is to win more than we lose in all of the athletic programs. The bigger picture why football is important is that, if the Academy is going to be a Division I school, we need to win. If you look at the quality of athletes who come to the Academy, the team does pretty well. LTG Hagenbeck stated that a question he had when he arrived at the Academy last summer was "do we have the right youngsters here, are there places out in America which know nothing about West Point that we want to be drawing from"? The short answer is "yes". If you believed the surveys which were taken over a two year period, 9 out of 10 people west of the Mississippi River know nothing about West Point, and the 1 out of those 10 knows about the Academy primarily through athletics. From USMA's perspective, the team needs to win for a lot of reasons. Football is viewed by many as the center of gravity. LTG Hagenbeck stated that he does not want this to be viewed as a Football Study in and of itself. He is looking at it from an external point of view of what impact it has on the type of students who are brought to the Academy and what it says about the Army at-large. He added that his instincts are that "winning in the Army is important and we are not going to wait until they throw their white hats in the air, before we start inculcating the desire to win". It needs to start right now, and in everything the Academy does.

LTG Hagenbeck stated that there are three components associated with this: the institutional component (which is what the study looks at by and large), the coaching component, and the athletic talent of the cadets who are recruited. LTG Hagenbeck said that he took this on, looking at it holistically.

COL Kruger informed the Board that General (retired) Tom Schwartz was the lead for the Football Study Group. General (retired) Schwartz (USMA '67) is a former Commander of United Nations Forces Korea. The group also includes Brigadier General (retired) Pete Dawkins (USMA '59), who was a Heisman Trophy winner and Rhoades Scholar, and Rear Admiral (retired) Tom Lynch, football player at the Naval Academy (USNA '74), and former Superintendent of USNA. All of these gentlemen are very interested in seeing West Point have a successful football program. Football players from the Class of 1959 through the Class of 1995, and a series of coaches (Coach Krzyzewski, Coach Young and Coach Sutton) were also brought in for the study. COL Kruger stated that wonderful insight was received from all of the individuals who participated. He added that he sat through the entire session and that it was a very balanced approach, and they discussed the primary direction which was agreed upon by the group. COL Kruger informed the Board that General (retired) Schwartz was scheduled to return to the Academy at the end of July in order to finalize the initial recommendations of the committee. COL Kruger added that Academy leadership suspects that the committee will be a standing committee and will continually review the program over time.

f. **MILITARY AND PHYSICAL PROGRAM UPDATES.** BG Caslen began his update by talking to the Board a bit more about the Cadet Leader Development System (CLDS) which COL Kruger discussed earlier in the meeting. BG Caslen said, if one were to look at the CLDS program, he/she would see there are three pillars; Academic, Military and Physical. As the Commandant of Cadets, BG Caslen is responsible for the military and physical development of cadets. BG Caslen stated that he shares the responsibility for physical development with the Director of Intercollegiate Athletics because ODIA has roughly 20 intercollegiate sports in which approximately 25% of the cadets participate.

BG Caslen said that the domains/environments are Moral Ethical, Spiritual and Social. Approximately one year ago, shortly after BG Caslen came on board as the Commandant, the Superintendent asked him for his assessment of the program. BG Caslen stated that his thoughts were that the most important part he could play as the Commandant of Cadets was in the Moral\Ethical domain. LTG Hagenbeck asked him to focus on a different area since the Moral\Ethical domain was most important to him as the Superintendent. BG Caslen said, as the CLDS process is looked at, it can be seen that it is a great program where you see the development of leaders over a four year process. However, the basis of it all is the Moral\Ethical development which the Superintendent embraces and takes primacy on.

Next, BG Caslen briefly went over the USCC Mission Statement. He stated that the mission of USCC nests very nicely within the Mission Statement of USMA. The attributes which USCC leadership sees as important are: "the will to win", personal courage, adaptability, physical and mental toughness. BG Caslen added that all of these are critically important because, in order to succeed, one has to first see himself/herself successful and understand what it takes to become successful.

As leader development is looked at over a four year process, it can be seen that a lot of the role of the institution is visible up front. This is because the institution develops a set of

conditions for success, but when the cadets toss their hats at graduation, they have to take ownership of the values of Duty, Honor, Country and the seven Army Values.

BG Caslen informed the Board that, in order to help with the Military Program, there is the Department of Military Instruction (DMI), which is led by COL Pete Curry. DMI trains, educates and inspires cadets in the essence of warfighting and the profession of arms. For the most part, COL Curry is responsible for the academic military education which the cadets receive during the year, and pulls together the summer training for Beast Barracks and Cadet Field Training at Camp Buckner. The academic portion of military education is focused on four areas: Introduction to Warfighting (plebes), Fundamentals of Army Operations (yearlings), Platoon Operations (cows), and Platoon Leader Operations (firsties). BG Caslen provided a brief explanation of each of the courses. He informed the Board that Introduction to Warfighting is a solid foundation on the basics (introduction to the Army) and covers individual skills up to the squad level; Fundamentals of Army Operations is a scenario of a new platoon leader taking over a Garrison platoon and preparing for deployment; Platoon Operations takes the platoon leader and transfers to him/her the duties and responsibilities of a platoon leader and covers the operations for which a platoon is responsible (battle drills, etc.); Platoon Leader Operations is the culminating military science course which covers different tactical scenarios, division exercises and uses simulations. Former military junior leaders are brought back to USMA for the Platoon Leader Operations Course, and they dialogue with cadets on a regular basis. In addition, cadets also dialogue with officers currently in theater regarding some of the operations they conduct.

When talking about the Military Program in its essence, BG Caslen summarized what is covered during each of the four years. During the first year cadets participate in Cadet Basic Training (CBT); in the second year cadets participate in Cadet Field Training (CFT) out at Camp Buckner; during the third and fourth year cadets are members of the CBT/CFT chain of command, or participate in Drill Cadet Leader Training (DCLT), Cadet Troop Leader Training (CTLT) or attend Military Development School (MDS) such as Airborne or Air Assault. Each semester, the Corps of Cadets will go out as companies and conduct military training on Saturday afternoons for four hours; once per semester a company will conduct the training for an eight hour period. BG Caslen also discussed the Sandhurst Competition, which is where companies put together teams and go through a series of military tasks. Training for the competition is conducted over a one-half year period. He added that the competition is not only among companies at West Point, but among foreign academies such as the Royal Military Academy (Canada) and Sandhurst (United Kingdom).

Next, BG Caslen went into more depth regarding Cadet Summer Training (CST). He explained to the Board that there are approximately 80 pre-commissioning tasks which the Army requires USMA to train the cadets to do prior to graduation. Of the 80 tasks, 63 of them occur during Beast Barracks and Camp Buckner. In addition to the tasks the Army requires, the Superintendent has what he refers to as the six Military Program Required Tasks (MPRTs): Mask Confidence Course, 75-foot Rappel, Foot Marches, Live Hand Grenade Throw, Water Obstacle Course, and Night Land Navigation.

The purpose of Cadet Basic Training (CBT) is to transform a civilian into a Soldier, and to transform that same civilian into a cadet as well. There are 26 primary tasks, plus four of the previously mentioned MPRTs. CBT includes tough military training in physical fitness, basic rifle marksmanship, road marches, and tactical training. CBT is cadet-led by the upper-class (cows and firsties) chain of command and is a challenging leader experience with very few privileges. There are two details to CBT. The first detail Cadre handles inprocessing, drill and ceremony training, individual movement, first aid, land navigation, basic skills, and a warrior competition. During the second detail, the primary focus for Cadre is tactical training (basic rifle marksmanship, hand grenades, bayonet training, mountaineering skills, nuclear biochemical training, and Operation Warrior Forge).

Cadet Field Training (CFT) is also cadet-led, is a tough field environment, capitalizes on the tasks/lessons learned during CBT and Academic Year Military Science classes, and is focused on leader skills and small unit operations. CFT also includes Mounted Maneuver Training (MMT) which is held at Fort Knox, and Operation Highland Warrior. Operation Highland Warrior is a three week live-fire training event. Key tasks which are performed during the first three weeks include basic and advanced land navigation, fire support (artillery), Close Quarters Combat (CQC) and RECONDO. The last three weeks includes MMT and Operation Highland Warrior.

BG Caslen informed the Board that Fort Knox is the Army's Armor Training Center. Cadets learn to drive tanks and have tank-on-tank laser tag types of operations, utilize the simulation machines and practice firing and driving as well. The Commandant added that Fort Sill personnel bring in heavy artillery, and in addition, the head of the Air Defense School brings in equipment, and the cadets have good static load training as well. In addition to the M-1 Abrams Tank, the cadets drive around and become familiar with the M-2 Bradley Infantry Fighting Vehicle. BG Caslen stated that it is a great experience for the cadets and that Fort Knox personnel do a wonderful job; their ulterior motive, of course, is to get as many cadets as possible to branch armor.

Other events of Operation Highland Warrior are taken straight out of theater. BG Caslen said that USCC will do a convoy to react to contact lane, which includes reacting to IEDs and several other scenarios. There are 15-18 actual native Iraqi people who are now Americans and native Arabic speakers who serve as interpreters on the battle field. Cadets also conduct squad live fire, checkpoint operation, and assertion to attack with Air Assault. For Air Assault, cadets get a chance to fly helicopters as part of the assertion to attack scenarios. The command and control for these operations is planned and operated by upper-class cadets and is a great experience.

A few initiatives which USMA has are to increase Reserve Officer Training Corps (ROTC), Foreign Exchange, and sister Service Academy integration in our military training. This year, approximately 128 ROTC cadets, 20 Foreign Exchange Cadets and 10 USNA midshipmen came for training. The latest tactics, techniques and procedures (TTPs) are taken from theater and a majority of USMA's Military Program instructors are combat veterans. One other initiative USMA is looking at is referred to as the CAPSTONE Course for Academic Year 08/09. The CAPSTONE Course is the culmination of all of the



academic, military and physical studies. It will be presented to firsties so they can see the application of their education as they would experience them once they become Second Lieutenants in the US Army. West Point is currently researching where the course will fit in the curriculum. LTG Hagenbeck added that, bottom line, the course will be taught and that Academy leadership is working through the process of what the course will look like and is also looking at other templates which are out there at places like Sandhurst.

Next, BG Caslen provided an update on the Class of 2011. He informed the Board that 1,305 reported, 17% of whom were females. Entrance qualifications remained the same, and the number of applications for 2011 increased from those for 2010. Almost six years from the beginning of the War on Terrorism, applications have started to rise again. Attrition rates last year were significantly lower than in previous years, and the Class of 2011 is on track with the rates for 2010. BG Caslen informed the Board that the Academy has had high success rates in military schools; in fact, the rates are 10% to 12% higher than the Army average.

From a physical aspect, LTG Hagenbeck stated that how individuals are brought to the Academy from society, and how they are transformed physically is amazing. BG Caslen added that the metric which is used to measure physical entrance is the diagnostic Army Physical Fitness Test (APFT), which is administered during the cadet's first week at USMA. The Academy is finding a steady progression of a higher number of failures. For example, when the Class of 2011 took the diagnostic APFT, there was a failure rate of 54%; the Class of 2010 had a failure rate of 45%. This tells the leadership what the Academy is receiving from society is a generation which has been more of the "couch potato" variety; eating more and not getting the physical exercise they need. The good news is that the Academy is able to get these individuals up to the needed standards.

Physical Development is truly a process of the institution and the individual to assume ownership. The other variable which has been integrated into the process is leadership. For example, if a cadet fails an APFT, his/her leader has the responsibility to develop a physical remediation plan for the cadet for 90 days. The plan is taken to the Department of Physical Education (DPE) to be validated, make any necessary changes, and return it to the cadet's leader, who must personally guide his/her cadet through the remediation before retesting in 90 days. BG Caslen stated that this has been very successful. As an example, there were approximately 200 plebes who failed the APFT at the end of Beast Barracks in 2006. Those cadets were placed into the remediation program and, when they were retested after the 90 day period, there was only one failure.

Next, BG Caslen commented on Summer Operational Task Force Support, which is covered by elements commanded by Soldiers from a Military Police Battalion from the 10<sup>th</sup> Mountain Division (Light), Fort Drum. Every other year up to this year (2007), the elements have been commanded by an infantry taskforce from Fort Bragg, Fort Drum or Fort Campbell. The Academy leadership has found that the operational demands on the operational Army, because of the Global War on Terrorism (GWOT) and because of the surge, Forces Command (FORSCOM) does not have the operational forces to provide for summer training. BG Caslen assured the Board that he was not complaining because he fully understands the

operational demands on the Army. If units are back in country between deployments for 9 to 12 months, and are asked to come to West Point for three months, it just adds to their operational tempo. There is a lot of sensitivity to these situations. BG Caslen added that, thanks to some great work, West Point was able to obtain fantastic support from some of the “below the line” forces which had not been deployed for awhile. This assistance came from Major General (MG) Oates who commands the 10<sup>th</sup> Mountain Division (LI) and BG Bolger who commands the Joint Readiness Training Center (JRTC) and Fort Polk. Both of these gentlemen were able to generate forces to come out to West Point and support Cadet Summer Training. BG Caslen stated that this will continue to be an issue as long as the GWOT and the operational tempo for our forces continue. He added that the Academy will have to come up with creative ways to ensure the Academy receives the best Soldiers and the best leaders to train this very impressionable generation of future Army leaders.

Next, BG Caslen discussed USMA’s physical program. He began by reviewing the Department of Physical Education’s (DPE) mission statement. BG Caslen stated that, when a young lieutenant stands in front of his/her platoon for the first time, those young Soldiers will take a look at their platoon leader and ask, “do you have what it takes to lead me into combat and to give me every chance of success of coming home to my family?” The Soldiers want to know that their leaders are competent and physically capable to lead them in combat. BG Caslen stated that leaders need to have intellectual, military and physical competency. If a leader stands in front of a platoon and takes them on a PT run and he/she “falls out”, the Soldiers will not have respect for him/her. BG Caslen informed the Board that USMA puts more of an emphasis on the physical program than the sister service academies.

BG Caslen went over the physical program by class year, explaining the different levels of instruction given to cadets. During Basic Training the program for the fourth class cadets (plebes) begins with Combatives I and II, which rolls over into the Academic Year (AY) in the form of boxing for males and Fundamentals of Combatives for females. From a testing standpoint, there is also the responsibility for the APFT in the fall and spring. Third class cadets (yearlings) continue with Combatives III during CST at Camp Buckner, take Lifetime Physical Activity (required) and the APFT (twice). Second class cadets (cows) are CBT/CFT leaders, take Survival Swimming, Lifetime Physical Activity (optional), APFT (twice), and the record Obstacle Course Test (IOCT). First class cadets (firsties) are CBT/CFT leaders, take Combatives IV, Lifetime Physical Activities (optional), and the APFT (twice). BG Caslen added that the link between physical fitness and leading Soldiers as an officer is very important.

Next, BG Caslen gave the Board an overview of Company Athletics. He stated that athletic participation “on the fields of friendly strife” is in three forms: intercollegiate (football, basketball, etc.), club squad (23 different sports), and company athletics (intramurals) for those who do not participate in intercollegiate or club squad sports. During the winter, cadets are required to participate in two brigade opens (11 choices). In addition, another physical activity which is being implemented is a company physical training session twice per week in the afternoon. Some of USMA’s intercollegiate teams have received national awards: Men and Women’s Handball, Power Lifting, Martial Arts, and Men’s Fencing. The Academy has

been trying to operationalize the Rugby team for approximately 10 years in order to hire a full-time coach and trainer to support the program.

BG Caslen stated that first class cadets must receive Leader Training Program (LTP) certification by DPE prior to leading lower class cadets during CBT. New cadets are given the APFT during the first and last week of CBT; last week testing is for the record. PT is held everyday 0530-0700 to include special population PT. There is a wide variety of PT events held: rifle PT, swim assessment, and road marches are just a few. BG Caslen added that PT is very aggressive and for the most part, with the “caloric burn” and the mess hall, the leadership is not seeing a lot of weight loss in the cadets. There is a lot of weight (fat) which is being transferred into muscle mass and that is a good thing. Congressman Hall asked BG Caslen to clarify what was meant by “special populations”. BG Caslen informed the Board that cadets are broken down into “four-on-one” groups based on their running ability as demonstrated during the initial APFT. In addition, the heavy recruited football linemen are in a special group. The football strength coach will pull the players aside during PT and will conduct a separate program.

Cadet Field Training (CFT) PT has taken on a new dynamic thanks to guidance from LTG Hagenbeck. In the first three weeks, the main focus is on two things: training of the yearlings to be able to lead PT, and teaching special types of PT above and beyond basic calisthenics, what the Academy refers to as Combat PT. This includes a biathlon, Soldier Fitness Day, Buckner Challenge, and a Record (for grade) Obstacle Course. Again, there is also Special Population PT, expanded for more than just the football players. Every morning each athletic team has the opportunity to put members from the team on a bus and take them to West Point in order to do PT in their respective areas (i.e. track members would go to the track field). There is also the Recondo diagnostic APFT which is conducted at the beginning and the end of summer training, which normally has a passing rate of 98% at the end of summer training.

In conclusion, BG Caslen provided the Board with an update on the Physical Program. He stated that the Academic Board approved a DPE major: kinesiology, which is the study of human movement. BG Caslen informed the Board of the Coach Mike Krzyzewski “Teaching Character in Sports Award”. The Academy identifies teams and coaches who are outstanding in character development, have integrated it into the physical programs, and have had great results. Coach Krzyzewski visited the Academy recently for a Corps dinner and it was a huge success. Coach Krzyzewski gave a speech during the dinner regarding the values which were important to him which he learned as a cadet, starting with Honor and why it was important to him not only as a cadet, but is even today. One change, which the Superintendent approved, which BG Caslen stated he believes is a great change, is that in AY 2007 the administration of the APFT for cadets will be the responsibility of First-Class cadets. BG Caslen also informed the Board that the Commandant’s Physical Remediation Program currently has a 99% success rate.

Congressman Hall asked if the Superintendent had noticed if the winter sports had been affected by mild climate this past winter. LTG Hagenbeck stated that the Academy lost \$17,000 at the Ski Slope during the first two months because there was not significant

snowfall until mid-January. BG Caslen added that this did not affect the other winter sports (hockey, etc.), but it did hurt the morale of those cadets who love to ski. Congressman Hall stated that for officers to have training in kinesiology is a great asset not only for athletes but Soldiers in the field. Officers will be able to correct certain types of muscle and skeletal alignments which manifest themselves in other problems. LTG Hagenbeck informed the Board that the class size for this is capped at 18 and asked LTC Germain to talk to the Board about the kinesiology program. LTC Germain stated that DPE has teamed up with the Department of Chemistry and Life Sciences who will teach two of the courses in the major: Cellular Biology and Human Physiology. Other areas which will be covered include Basic Exercise Physiology, Nutrition, Bio Mechanics, and some of the harder sciences involved with human movement. LTC Germain added that, although the class size is currently capped at 18, DPE will work with the Dean, and with his guidance, the cap may be increased based on interest within the Corps of Cadets and the success of the program. LTC Germain stated that the department is excited about this program and has taken some unscientific studies relative to cadet opinion which show they are very excited as well.

The Honorable Lessey addressed BG Caslen and asked “when cadets arrive at West Point, do they still make a financial deposit which covers the cost of tailored uniforms and other items unique to them in case they drop out during the summer?” COL McDonald stated that cadets bring a deposit of \$2,900 which starts what is referred to as their “cadet account money”, which allows the Academy to purchase some of the uniforms, initial book orders and like items. Cadet pay will go into the account as well and funds will be withdrawn in order to pay for items which are issued during the four year period.

BG Caslen added that cadets look at how much they receive each month. The amount which ends up in the account (after deductions for uniforms, books, etc.) varies based on the cadet year. For example, a plebe might receive \$150 and a firstie might receive \$400-500 per month. A change which the Academy made this year was the Forced Savings Plan. BG Caslen explained that there are two major expenses which a cadet makes during his/her cadet career. One is his/her class ring (at the end of the junior year) and the other is purchasing his/her officer uniforms (spring of the senior year). The class rings, on average, cost approximately \$1,200-\$1,300 and the officer uniforms cost approximately \$2,000-\$2,500. The Academy takes \$30-\$40 per month out of each cadet’s take-home pay and places it into a savings account which will draw interest. The Academy turns around and gives the cadets \$1,200 out of the savings plan to purchase their class ring, and the remainder of the funds are given to them at the end of their firstie year to purchase their officer uniforms. Analysis was conducted on the Forced Savings Plan and the Academy leadership believes it is a great idea. BG Caslen added that the Academy had a similar plan in place 10-15 years ago.

Congressman McHugh thanked all of the briefers for their presentations and added that these were very good updates and were greatly appreciated.

**8. REMAINING BOARD BUSINESS.** Congressman McHugh asked the members if they had any specific issues on which they would like to request information for the next Board meeting (scheduled for Friday, 16 November 2007) or future meetings.

The Honorable Lessey stated that, if the members remember correctly, at the meeting last November (2006) there was a rather perfunctory discussion about things which the members would like added to the Annual Report. The Honorable Lessey urged the members to have a more profound discussion on that subject. He added that, thanks to Mr. Rainey, the Board will have major portions of the Annual Report written but, nevertheless, the Annual Report is not a “resume” of the meetings over the course of the year, it is on any subject which the Board wishes to present in its report. Congressman McHugh said that we could certainly provide that as a formal spot on the agenda, hopefully to move it from perfunctory to profound.

Senator Reed stated that, regarding the funding going forward for the Academy’s major capital projects, such as movement of USMAPS, and the Science Center, that there will be excruciating pressure on the budget and believes, particularly with Mr. Prosch’s and General Cody’s work, that the Academy has been put in a good position, but will be playing defense for a couple of years. As LTG Hagenbeck indicated he would, he will have to look carefully at the funding the Academy receives and make adjustments with respect to the feasibility of the overall project. Senator Reed said that another point which the Superintendent had made, which the Board needs to look after on a consistent basis, is that policy changes and military culture changes will have to be enacted by both sides. He added that it will be quite a challenge for USMAPS students and the cadets and that the Board should continue to encourage the Superintendent to do what needs to be done.

Congressman McHugh stated that he agreed with Senator Reed and commented that we (the Board) are limited in what can be covered and he thinks that the focus on two core issues per meeting is a good approach. However, as Senator Reed just said in respect to the initiative relating to USMAPS, this is a time of turmoil and great interest. Congressman McHugh said that he believes it would behoove the Board to have as part of the November agenda, a formal update on the issue so that members of Congress can go back to Washington DC and be helpful if things “go off the tracks”. LTG Hagenbeck stated that he would be happy to provide that update at the next meeting.

Mr. Strong asked if there were anything that the presidential appointees can or should do to be helpful in this regard. He added that they do not want to get in anyone’s way or get off track in anyway. “Is there anything with relationships which we (presidential appointees) have, anything we can do to be helpful?” Congressman Marshall stated that he is concerned with trying to increase the funding required for the Science Center from \$59 million to \$111 million and if anyone on the Board has access to OMB and could make a case that would be great.

The Honorable Lessey stated that, on behalf of the members who came in on 14 July, he would like to thank the Superintendent and the Commandant for the programs they observed during Cadet Field Training. He added that, in the four years which he has been on the Board, it was clearly the most substantive and significant field operation program in which members have been able to participate. The Honorable Lessey asked, “during the last meeting, did you mention something in connection with the Jefferson Library Learning Center, that the Jefferson Foundation is presenting some artifacts?” BG Finnegan stated that

Monticello will be donating some replica pieces of Jefferson's. One is a museum-quality writing desk. He added that this is a first in the history of Monticello and the pieces will be presented to the Jefferson Library Learning Center. The Honorable Lessey stated that he stumbled upon information that led him to believe this is all the result of the good will of the Saunders family. BG Finnegan stated that he was not sure what the Saunders family connection was, but that he would be happy to have them come to West Point. He added that Judge John Charles Thomas, who is a former and current member of the Board of Trustees at Monticello, and a great friend of West Point, is the one who initiated this with Monticello. BG Finnegan stated that it might have been the Saunders family who had to approve of the donations. LTG Hagenbeck added that he would be happy to invite the Saunders family to the Academy for the grand opening and unveiling. Congressman Marshall said that he thought it would be a good idea to find out from Judge Thomas what sort of involvement the Saunders family did have.

Congressman Marshall stated that at the last meeting (April 2007) the Board discussed Sexual Harassment and that one of the thoughts he had is that, while staff and faculty might be hearing from cadets that they are comfortable reporting incidents, that it may be in fact that they are not. Congressman Marshall asked if it were possible to poll the cadets where feedback is anonymous. LTG Hagenbeck stated that it was possible and that the Academy has done that to some degree. He asked COL Kruger to comment on the survey topic. COL Kruger stated that he knows those specific questions were asked on a number of surveys and he would gather the information and provide it to the members. He added that the surveys are anonymous and that the Academy has "a wonderful response radar". Congressman Marshall stated that, if there is in fact a case to make along those lines, he would like to see it put in the responses in the Annual Report. BG Caslen followed up by saying that, bottom line, the Academy wants to treat victims properly; therefore, leadership needs to know when one has become a victim, and that comes from reporting. The Academy also wants to prosecute the offenders and punish him/her for the good of the command and provide whatever rehabilitation is necessary. He added that reporting is significant because, in order to treat a victim, leadership needs to know an incident has occurred. This is why both the restricted and non-restricted reports were put into place. The non-restricted report is used to conduct an investigation of the incident in order to prosecute. But, in order to treat the victim, there is the restricted report. A restricted report means that a victim can come forward, report an incident, be assigned an advocate for counseling as necessary and the report will be recorded as an alleged assault or alleged harassment, but treatment will continue. What the Academy is finding is that, when anonymous surveys are taken and someone states that he/she was a victim of harassment or of an assault, and this is compared to reports received, there is a significant difference. BG Caslen informed the Board that there has been an increase in reporting since 2006. Congressman Marshall stated, as he understands it, a victim can receive assistance (counseling, etc.) without being a "squealer". BG Caslen stated that was correct.

Congressman Hall commented that there was a joint hearing of the subcommittees on Health and Disability Assistance which heard from two females who were representatives of the VA's office of Women's Outreach and Minority Outreach. Both spoke about returning female veterans reporting these types of incidents. Congressman Hall thanked the Academy

leadership for the work they are doing along those lines and stated that it is the leadership of the officer corps which will translate down to reduced incidents in the field and that it is important that it all starts here. LTG Hagenbeck stated that he concurred whole-heartedly.

Congressman McHugh asked the Superintendent if he would like to make any comments regarding other matters. LTG Hagenbeck informed the Board that he recently received a copy of a letter from Senator Wayne Allard, who is a member of the United States Air Force Academy (USAFA) Board of Visitors. Senator Allard has inquired to DoD for increased surveys which USAFA may administer. LTG Hagenbeck stated that bottom line up front, the Academy leadership would not support this going Academy-wide.

COL Kruger stated that several years ago the Task Force for Sexual Assault directed surveys were to be done on an every other year basis at all of the service academies and would be conducted by the Defense Management Data Center (DMDC). DMDC compiled the questions for and conducted the surveys, and then reported a portion of the survey results. In a follow up, recognition was made that surveys being conducted every year would not be a good idea because it did not give time for responses. It was decided that on the “off years” the service secretaries would direct their respective academies to conduct focus groups covering the same general topics areas. What USAFA suggested was to have the service secretaries direct the conduct of a more comprehensive survey every year. COL Kruger stated that his personal concern was based on what he had previously seen with the focus groups. The DMDC took over the survey process and they (DMDC) took only some input from the service academy submissions for the surveys and that the academies did not receive results of all of the data. The intent of DMDC was to protect the anonymity of students completing the surveys. COL Kruger added that the biggest concern is that cadets will be over-surveyed. There has been some indication that cadets do a poor job filling out the survey because they are simply tired of filling them out.

LTG Hagenbeck stated that, “not speaking directly for General Regni (USAFA Superintendent), but having had a conversation with him, his view to some degree is that the USAFA BoV which Senator Allard is a member of, have felt that, in previous years leading up to this, that they have not received all of the information from USAFA leadership that they as a BoV should have”. That is why this was initiated. The Superintendent added that he believes USMA provides its BoV the information it needs and, if that is not true, please come to him and let him know. The suggestion which Senator Allard has made would potentially apply to all of the service academies and the view of USMA is that “we do not need their help right now”.

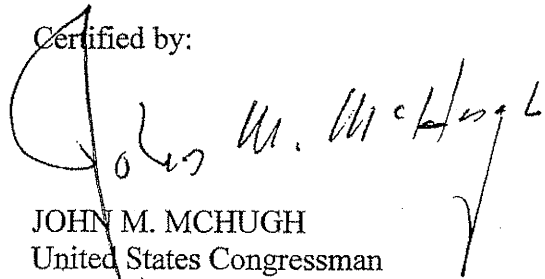
Congressman McHugh stated that USAFA has had some particular challenges with its BoV interfacing with the administration and it started with the sexual harassment issues, but has blossomed beyond that. He added that he thinks they (USAFA BoV) should be in a position to deal with their circumstances in a way they feel most appropriate. He stated that he shares LTG Hagenbeck’s concerns about just applying the annual surveys to all of the academies where the needs and issues might not be exactly the same. Congressman McHugh said he would assume this would be placed in the Senate bill. Senator Reed said he would check, but that he knows the bill is on the floor at the current time. Congressman McHugh said that this

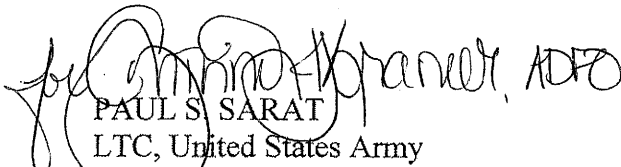
is a difficult issue when it is "out there" because you are arguing statistically against a very important emotional issue. The issue will be before the Personnel Committee before the Conference Committee, of which Congressman McHugh is the ranking member. Congressman McHugh will have the opportunity to speak with Senator Allard and others regarding the request.

9. **ADJOURNMENT.** Congressman McHugh thanked everyone for his/her attendance, and reminded the Board that the next BoV meeting is scheduled for Friday, 16 November 2007 at West Point, and if members' plans allow, they are invited to attend the Army vs. Tulsa football game on Saturday, 17 November 2007.

This concluded the Summer Meeting of the USMA Board of Visitors.

Certified by:

  
JOHN M. MCHUGH  
United States Congressman  
Chairman, USMA Board of Visitors

  
PAUL S. SARAT  
LTC, United States Army  
Designated Federal Officer,  
USMA Board of Visitors



**UNITED STATES MILITARY ACADEMY BOARD OF VISITORS**  
***Summer Meeting & Visit***  
**13-14 July 2007**  
**West Point, NY**

**Thursday, 12 July 2007**

Various times; selected Members arrive; escort officers will pick up at area airports and lodging provided by Thayer Hotel (Honorable Lessey at 5 star).

**Friday, 13 July 2007**

**Attire: Civilians: Casual Work Clothes (denim & tennis shoes recommended)**  
**Military: ACUs**

0730-0830 Breakfast at leisure in Thayer Hotel Dining Room

0830-0840 Meet in Thayer Hotel Lobby – **Ms. Kramer**

0840-0900 Enroute to CBT/CFT Location – **LTC Sarat / Ms Kramer / COL Bruno**

0900-1400 CBT/CFT Training/Tours – **USCC / Commandant**  
*0900-0945 BOV members arrive at Camp Buckner parking lot and greeted by Cadet Commander Mario Feliciano. CFT overview briefing conducted by Cadet Feliciano. Cadet Feliciano will escort BOV members through out the tour.*

*0945-0950 Transit to Closed Quarters Combat (CQC) Pit, greeting by Committee Chief Mr. Gannon, Cadet Colvin*

*0950-1010 CQC Training, members observe and are briefed on this portion of their tour.*

*1015-1025 Transit to Range 5 and greeted by Committee Chief MAJ LeClerc, Cadet Bove and briefed on this portion of their tour (Training focus is MT249 and M240B))*

*1025-1200 Members will observe live fire exercise and if so desire, fire weapons. Vests, helmets and hearing protection are available for board members.*

*1200 -1215 Transit to Chapel Point*

*1215-1255 Board Members will have lunch on the Camp Buckner Parade Field with 10 cadets from the home states.*

*1255-1300 Transit to Camp Buckner Parade Field*

*1300-1400 Members will be greeted by Committee Chief MAJ Johnson, Cadet Ho, and briefed on the events during the Poncho Raft Lake Crossing.*

1400-1430 Aerial Tour of USMA (overview tour will include visual inspection of USMAPS site and proposed barracks site, ending at North Dock. Aircraft-friendly briefing boards will be used) – **2<sup>nd</sup> AVN & LTC Sarat as briefers** (Note: Currently only one UH-1 projected available. SGS will coordinate for additional air or adjust schedule so that all receive an overflight if member number exceeds capacity of 8. If 2 helos, then recommend Matt Talaber as second briefer)

1430-1445 Enroute via Airporter to USMAPS location – **LTC Sarat**

1445-1515 Tour of USMAPS location – Briefing with briefing boards (Existing site plan, proposed site plan with new buildings, artist rendering for USMAPs at Washington Gate, proposed site plan for relocated motor pool – **Carl Meyer & LTC Rick Busko**

1515-1530 Enroute to Jefferson Library Learning Center (JLLC) and Pershing Cadet Barracks – **LTC Sarat**

1530-1630 Tour of JLLC and Pershing Cadet Barracks renovations – COE gives timeline info, costs, etc update. Then walk to Pershing to see what has been fixed since the Board last visited. This will be coordinated with USCC so that USCC can discuss their efforts to identify and fix problems. USCC shows repaired rooms and latrines on the 4<sup>th</sup> floor. (Proposed barracks site will be shown as part of the aerial overview) **Ericka Keutmann, Al Zytowski (JLLC) & USCC leadership (BG Caslen, COL McKern, MSG Jones & Ken Kerst)**

1630-1645 Enroute to Thayer Hotel – Airporter positioned at Grant Turnaround with bollards down. **Ms. Kramer**

1645-1745 Personal Time/Refresh for Dinner (**Attire for evening events: Casual**)

1700 (T) MILAIR departs Andrews AFB for STAS **MAJ Glauber, CLL**

**Note: expected arrival of BoV MILAIR suggests delaying boat departure until 1900.**

1735-1745 Airporter positioned at Q 100 to pickup leader team and spouses for Boatride – **Protocol**

1745-1810 Leader team transported to South Dock; Protocol updates Supt on refreshment plan / timing – **Protocol**

1810-1815 BoV Meet in Thayer Hotel Lobby – **Ms. Kramer**

1815-1830 BOV Enroute to South Dock via Airporter – **Ms. Kramer**

1830 (T) MILAIR Flight arrives at Stewart

1830-1900(T) MILAIR delegation enroute to North Dock via UH-1

1830-2100 Leader team greets BoV. Supt provides brief remarks. Welcome Reception and Dinner Cruise on Superintendent's Ferryboat (*foul weather location will be Benny's Lounge*)

1900-1915(T) MILAIR delegation enroute to South Dock via airporter/15 pax

2100-2115 Airporters loaded and enroute to Thayer Hotel – ***Ms. Kramer*** and Q 100 - ***Protocol***

2115 RON

**Saturday, 14 July 2007**

**Attire: Civilians: Business Casual (OK'd by Chairman's office on 26 June)**  
**Military: ACU**

- 0810-0820 Members Meet in Thayer Hotel Lobby (Honorable Lessey picked up at 5 Star first) – **Ms. Kramer**
- 0820-0830 Enroute to Q100 - **Ms Kramer**
- 0830-0930 Breakfast at Q100 **LTC Sarat, Ms. Kramer & Ms. Wood**
- 0920-0930 COL Bruno's drivers drops him off at Q100 to link with delegation
- 0930-0945 Enroute to West Point Museum via Airporter – **LTC Sarat (COL Bruno accompanies)**
- 0945-1010 Private Tour of West Point Museum – **David Reel**  
*0945-1000 Greeting outside Lucas Center and brief / exhibition (David Reel)*  
*1000-1010 Demonstration of Cadet education artifact table (hands on with weapons) (L. Jensen)*
- 1010-1025 Enroute to Kimsey Center - **LTC Sarat**
- 1025-1030 Refresh
- 1030-1050 Call to Order/Administrative Remarks/Roll Call  
**(LTC Sarat & Board Chairman)**
- 1050-1105 Remarks by the Secretary of the Army or his representative and USMA RCI update provided by Mr Ivan Bolden (Tentative; pending dispute decision)
- 1105-1150 Board Business (**Chairman**)  
- BoV Inquiry Plan  
- Approval of Spring Transcript  
- Annual Report Update (provided by Mr. Rainey)
- 1150-1220 Board breaks to walk through Lunch Buffet (working lunch)
- 1220-1420 USMA Updates (**Superintendent**)  
- Infrastructure  
- Accreditation  
- other topics per Supt's discretion  
- Military & Physical Instruction
- 1420-1450 Remaining Board Business (**Chairman**)

1450           Adjournment; Escort officers and BoV staff assist members with departure transportation (escorted transpo to area airports and escorted Airporter or rotary wing to STAS for MILAIR return flight)

# **BOARD OF VISITORS**

**14 July 2007**

# AGENDA

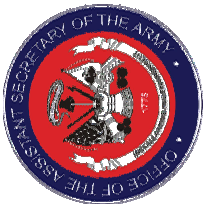
- **Call to Order / Roll Call**
- **Remarks...Secretary of the Army's Representative**
- **Board Business**
  - Annual Report Update
- **USMA Update**
  - Physical Equipment/Infrastructure
  - Accreditation
  - Other Topics
  - Military and Physical Instruction
- **Remaining Board Business / Adjourn**

# CALL TO ORDER / ROLL CALL



**REMARKS**

**SECRETARY OF THE ARMY'S  
REPRESENTATIVE**



**RESIDENTIAL COMMUNITIES INITIATIVE**  
**Assistant Secretary of the Army (Installations and Environment)**



# USMA RCI Project Update

Ivan Bolden  
Assistant for Policy  
RCI Program Office  
OASA(I&E), HQDA

July 14, 2007



**RESIDENTIAL COMMUNITIES INITIATIVE**  
Assistant Secretary of the Army (Installations and Environment)



## USMA RCI Project at a Glance

- Project awarded 8 Mar 2007 to a joint effort comprised of GMH Military Housing and Centex Construction
- Existing units privatized 994
- End state inventory 600-800
- Army equity investment \$ 22M
- Initial private development (years 1-10) scope \$250M
- Key dates (tentative)
  - Project submitted to Army HQ for approval Jan 2008
  - Project submitted to Congress for approval Feb 2008
  - Transition to partner starts Apr 2008
  - Transfer of assets / operations (closing) Jul 2008

# **BOARD BUSINESS**

# USMA UPDATE

# INFRASTRUCTURE UPDATE

# USMAPS / BRAC

- August 2006: Army and West Point agree to reduce cost from \$212M to \$197M for Washington Gate
- Cost reduction: eliminate 2 sports fields, USACE to provide 15% savings on primary facilities
- **May 2007: SSRG VCSA approved Washington Gate site (\$197M)**
- Design/Build contract authorization required NLT 1 October 2007 to meet e-date 2011
- On schedule to begin construction Spring 2009 – end 2011

# SCIENCE CENTER

- August 2006 SSRG VCSA & USA approved two separate projects totaling \$118M
  - Building 757 (Old Library) FY09: \$59M
  - Building 753 (Bartlett Hall) FY11: \$59M
- January 2007 project working estimate increased to \$182M
  - Building 757 (Old Library) FY09: \$71M
  - Building 753 (Bartlett Hall) FY11: \$111M
- March 2007 approval to proceed to 35% design
- May 2007 \$67M, FY09, phase I submitted
  - Funding for later phases TBD
- **26 June 2007 SSRG VCSA reaffirms Science Center project schedule FY09 & 11 to insure accreditation**



# CADET BARRACKS

- \$22M invested in last 2 years with SRM & TBIP funds to address water infiltration in the barracks
- One new Cadet Barracks in FYDP FY11 & 12
- Cadet Barracks Modernization program from FY13-21
  - Addresses gender equity, fire protection, mechanical systems, and technology
  - All nine cadet barracks are to be modernized
  - One existing cadet barracks will be renovated per year
- FY22 will be first year cadets will be housed in non-triples

# FY07 SRM UNFUNDED PROJECTS

• Bldg 606	Renovation and Fire Suppression	\$10.5M*	Life, Health, Safety
• Bldg 655	Ike Hall Safety Upgrades	\$0.9M	Life, Health, Safety
• Bldg 655	Ike Hall Water Infiltration Repairs (Design)	\$0.7M	Water Infiltration
• Bldg 745	B-Wing Cadet Arms Room Repairs & Exp	\$0.9M	Cadet Training
• Bldg 745	A-Wing Vestibule Correct Water Infiltration	\$0.3M	Water Infiltration
• Bldg 745	B-Wing Roof & Masonry Repairs	\$1.4M	Water Infiltration
• Bldg 745	North Pantry Roof & Masonry Repairs	\$0.8M	Water Infiltration
• Bldg 635	First Class Club - Replace Roof	\$1.3M	Water Infiltration
• Bldg 600	USMA HQ - Replace 7th Floor Roof	\$1.8M	Water Infiltration
• Bldg 714	Tate Hockey Rink - Replace Roof D&E	\$1.9M	Water Infiltration
• Bldg 714	Crystal Basketball Arena - Replace Roof A	\$1.9M	Water Infiltration
• Total		\$22.4M	

\* Requires Congressional approval

# OTHER TOPICS

# ACCREDITATION STATUS

- **Completed:**
  - Middle States Commission on Higher Education (MSCHE) Pre-visit of USMA (11 May)
  - Visit with member of Governing Body (VCSA) (25 June)
  - MSCHE Approval of USMA Self-Study Design (27 June)
- **Pending:**
  - Self Study work groups start in August
- **Future:**
  - AY08 is record year (collection & analysis of evidence to document compliance with MSCHE standards)
  - Self Study Report to ESG Winter Academic Year 08-09
  - Accreditation team visit in Fall 2009

# OTHER ACCREDITATION PROGRAMS

- Accreditation Board for Engineering and Technology (ABET)
  - Assures programs (engineering/computer science/IT) meet quality standards set by these professions
- NCAA Certification
  - Bring institutional oversight back into athletic program

# HONOR STUDY GROUP

- **Purpose:** Conduct an in-depth review of the state of the Honor Code and Honor System at USMA
- **Group Composition:** GEN (Ret) Franks (Chair)
  - Select members of Academy staff
  - MG (Ret) John Altenburg- Former Deputy JAG
  - Dr. Len Marrella- author *In Search of Ethics*
  - Current and previous Cadet Honor Captains
- **Issues Addressed:**
  - The current Honor climate
    - Alcohol as a defense
    - Plagiarism
    - Cadet “legal advice”
  - Adherence to principles/spirit of the Honor Code
  - Attitude, Trends, and Culture (Cadets and Staff/Faculty)
- **Recommendations to Superintendent in Nov ‘07**

*“It’s important to periodically put the spotlight on our Honor System and check its health. There are no specific reasons to do this right now... it’s just time” .. LTG Hagenbeck*

# DEVELOPING VALUES AND ETHICS

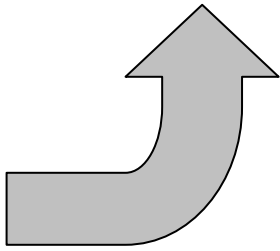
## (Ethical Domain Goals)

- **Graduates who:**
  - understand and demonstrate loyalty to the Constitution, the Army, the unit, superiors, subordinates, comrades, and self;
  - epitomize humility, self-effacement, and selfless service;
  - assume ownership of professional values;
  - live honorably and exhibit trustworthiness to do what they say they will do;
  - Can construct an ethical solution and take right actions in the midst of morally ambiguous situations;
  - demonstrate discipline and moral courage to take the right action in situations that challenge Army Values; and
  - Display respect for all people, their customs and property.

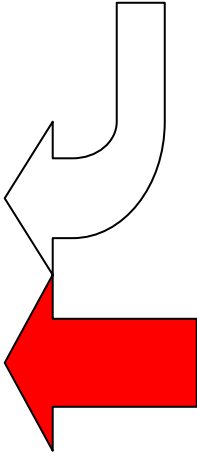
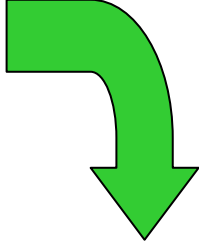
# PROGRAM SUPPORT FOR THE DOMAINS

**Military Program**  
Professional Military Ethic Education  
Ethical Considerations built into training events  
Honor and Respect Committees  
Execution of the Honor System

**Superintendent's Support**  
Center of Excellence



**Ethical Domain**



**Physical Program**  
Character through Competitive Sports  
Sportsmanship built into Intramurals

**Academic Program**  
Rigorous adherence to scholarly standards for Academic Work  
Philosophy Core Course  
Classroom discussions on Honor  
Classroom Discussions of Contemporary Military Ethical Issues

**Role Modeling**



# SUPPORTING DOMAINS

## **Domain of the Human Spirit. Graduates who:**

1. actively develop a coherent and principled world view that frames their most fundamental values and beliefs;
2. take responsibility for their own journey in the development of their spirit;
3. accept the life-and-death implications of military service;
4. understand their own life-purpose and role within the contexts of the world community, the Nation, and the Army Profession;
5. appreciate and respect the diverse views of others and engage them constructively
6. consistently engage in reflection and introspection to understand themselves; and
7. commit to living a principled, centered life and to developing their potential; and
8. possess the Warrior Spirit.

## **Social Domain. Graduates who:**

1. demonstrate proper etiquette and behaviors consistent with service traditions, customs and courtesies;
2. demonstrate maturity, self-control, and sound judgment in their interactions with others;
3. converse comfortably and effectively with a broad range of groups; and
4. demonstrate a caring and compassionate nature.

# FOOTBALL STUDY GROUP

- Led by General Tom Schwartz
- Good timing for study
- Direction
  - Scheduling issues
  - Cadet time
  - Consistent program and policies
  - Recruiting
  - Recognition of part of Developmental Program
  - Institutional Support from DA to cadets



# **MILITARY AND PHYSICAL PROGRAM UPDATES**

**BG Robert Caslen, Jr.**

# CADET LEADER DEVELOPMENT SYSTEM



- Integrates & organizes cadet leader development experiences
- Articulates principles, roles, standards and values
- Foster development in six domains
- Provides goals for the three developmental programs
- Organizing framework of progressive leader-subordinate experiences

# USCC MISSION STATEMENT



To develop each cadet into a commissioned leader of character who possesses the will to win, personal courage, adaptability, physical fitness and mental toughness essential to the profession of arms, and is inspired to a career of professional excellence in the United States Army.

# DMI MISSION STATEMENT

The Department of Military Instruction **trains**, **educates** and **inspires** the Corps of Cadets in the essence of Warfighting and the Profession of Arms over the 47-month West Point Cadet experience in order to develop competent future Army officers.

# **MILITARY SCIENCE CORE COURSES**

**MS100: Introduction to Warfighting**

**MS200: Fundamentals of Army Operations**

**MS300: Platoon Operations**

**MS400: Platoon Leader Operations**

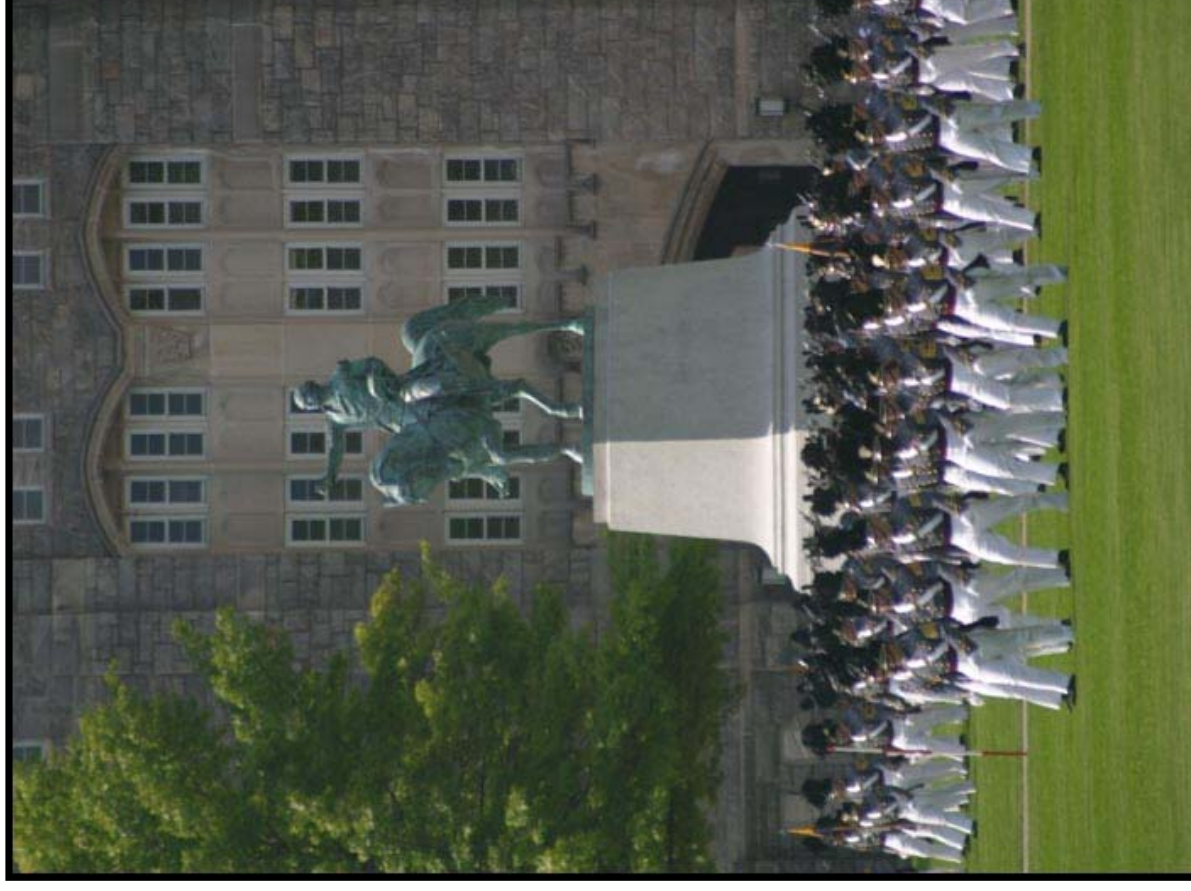
# THE MILITARY PROGRAM

<u>First Year</u>	<u>Second Year</u>	<u>Third Year</u>	<u>Fourth Year</u>
CBT	CFT	Chain of Command Member at CBT/CFT	Chain of Command Member at CBT/CFT
Military Science	Military Science	Military Science	Capstone
Role: Member of Squad	Role: Team Leader	Role: NCO in the Corps of Cadets	Role: Officer in the Corps of Cadets
Focus: Teamwork, Duty	Focus: First Line Supervision	Leader of Subordinate Leaders	Leader in the Corps
Basics Soldier Individual Soldier Skills	Basic Leadership Skills, Advanced Individual Skills	Advanced Leadership and Military Knowledge	Advanced Leadership and Military Knowledge
4-8 Hour TNG Sandhurst	4-8 Hour TNG Sandhurst	4-8 Hour TNG Sandhurst	4-8 Hour TNG Sandhurst



# CADET SUMMER TRAINING

- **CBT/CFT**
- **63 Basic Officer Leader Course Level Common Core Tasks**
- **6 Military Program Required Tasks (MPRTs)**
  - Mask Confidence Course
  - 75-foot Rappel
  - Foot Marches
  - Live Hand Grenade Throw
  - Water Obstacle Course
  - Night Land Navigation



# CADET BASIC TRAINING (CBT)

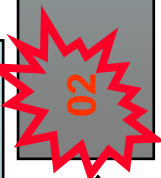


- Cadet-led (Upper-Class Chain of Command)
- Transition from Civilian to Soldier to Cadet
- Standards-based
  - 26 BOLC Tasks
  - 4 MPRTs
- Tough Military Training
  - PT, Basic Rifle Marksmanship, Road Marches, Tactical Training
- Challenging Leader Experience
- Few Privileges

**JUNE**

18 LTP 02

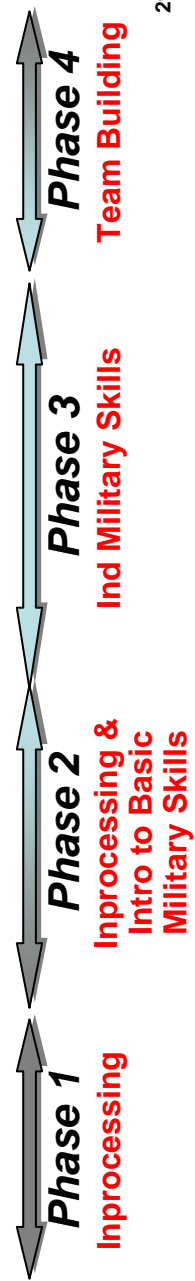
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**JULY**

9 LTP 22

**AUGUST**



# CADET FIELD TRAINING (CFT)

- Cadet-led (Upperclass Chain of Command)
- Tough Field Environment
- Capitalizes on lessons/tasks learned during Cadet Basic Training and AY MS classes
- Focus: leader skills and small unit operations
- **INCLUDES MOUNTED MANEUVER TRAINING AND OPERATION HIGHLAND WARRIOR**



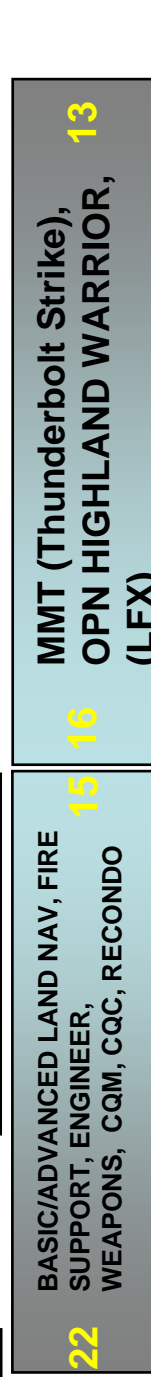
## JUNE

12 LTP 22

## JULY

5 LTP 15

## AUGUST



**Phase 1**  
Prep for Training

**Phase 2**  
Advanced Ind Training

**Phase 3**  
Collective Training

**Phase 4**  
Recovery

# MILITARY PROGRAM UPDATE

- **Initiatives:**
  - Increased ROTC, Foreign Exchange and Sister Service Academy integration
  - Latest TTPs from Theater
  - CAPSTONE Course- AY08/09
- **Updates:**
  - CBT: 1305 reported, 17% female, entrance qualifications remain the same
  - Military Schools: ABN 96%; AASLT 95% success
- **Issue:** Future Summer Operational Army TF Support

# **DPE MISSION STATEMENT**

The Department of Physical Education develops warrior leaders of character who are physically and mentally tough by engaging cadets in activities that promote and enhance the warrior ethos, lifelong physical fitness, movement behavior, and psychomotor performance.

# USMA PHYSICAL PROGRAM PATHWAY

Officers...Responsive, Lethal, Agile, Versatile

OFFICERSHIP



Fitness Testing

## Fourth Class

**Combatives I**  
**Combatives II**  
**Boxing (M)**  
**Fund Combatives (W)**  
**Military Movement**  
**Fund of Pers Fitness**  
**APFT (x2)**



## Third Class

**Combatives III**  
**Lifetime Physical Activity (required)**  
**APFT (x2)**

KNOW

Coursework

## Second Class

**CBT/CFE Leader**  
**Survival Swimming**  
**Army Fitness Develop**  
**Lifetime Physical Activity (optional)**  
**APFT (x2)**  
**IOCT**

## First Class

**CBT/CFE Leader**  
**Combat Applications**  
**Lifetime Physical Activity (optional)**  
**APFT (x2)**

Be



Competitive Sports

Military Professional

Leader of Character

Warfighter



Servant of the Nation

# COMPANY ATHLETICS

## FALL

Aug - Nov

Basketball  
Biathlon  
Football  
Soccer 7x7  
Wrestling  
Ultimate Frisbee

## BRIGADE OPENS

Dec - Feb

Badminton  
Basketball  
Bowling  
Boxing  
Dodgeball  
Innertube Water Polo  
Racquetball  
Rowing  
3x3 Soccer  
Volleyball  
Wrestling

## SPRING

Mar - May

Basketball 3x3  
Combat Grappling  
Flag Football  
Orienteering  
Rugby  
Swimming  
Sandhurst\*

# COMPETITIVE SPORTS CLUBS

## FALL Aug – Dec

Equestrian  
Fencing  
Judo  
Marathon  
Martial Arts  
Mountaineering  
Orienteering  
Powerlifting  
Rugby (M - C/D)  
Sailing  
Water Polo (M)

## WINTER Protected Club Time Dec - Feb

## SPRING Mar – May

Alpine Skiing  
Boxing  
Cycling  
Lacrosse (W)  
Nordic Skiing  
Team Handball (M & W)  
Triathlon  
Volleyball (M)

## YEAR ROUND

Crew, Rugby (M - A/B), Rugby (W), Sport Parachute



# CADET BASIC TRAINING

**LTP certification**

**APFT first & last week**

**Cadet led PT 0530-0700**

**Special populations PT**

**Warrior Competition**

**Guerrilla drills**

**Grass drills**

**Rifle PT**

**Swim assessment**

**Mass athletics**

**Road marches**

**CQC**



# CADET FIELD TRAINING



**Cadet led PT 0530-0700**

Biathlon

Buckner Challenge

Record Obstacle Course

Soldier Fitness Day

**Special populations PT**

**Recondo APFT**

**Close Quarters Combat (CQC)**

**Confidence Obstacle Course**

# PHYSICAL PROGRAM UPDATE

- DPE Academic Major – Kinesiology
- “Teaching Character in Sports” Award (Coach Mike Krzyzewski)
- APFT: First Class Administrators beginning AY07
- COMDT Physical Remediation Program: 99% success rate

# MILITARY AND PHYSICAL PROGRAMS



*QUESTIONS?*

# 2007 ARMY FOOTBALL SCHEDULE



September 1	@ Akron (in Cleveland, OH)
<b>September 8</b>	<b>Rhode Island</b>
September 15	@ Wake Forest
September 22	@ Boston College
<b>September 29</b>	<b>Temple (Hall of Fame Game)</b>
<b>October 6</b>	<b>Tulane (Homecoming Game)</b>
October 13	@ Central Michigan
October 20	@ Georgia Tech
November 3	@ Air Force
<b>November 9</b>	<b>Rutgers</b>
<b>November 17</b>	<b>Tulsa</b>
December 1	@ Navy (in Baltimore, MD)

# **REMAINING BOARD BUSINESS / ADJOURN**

**Principal Deputy Assistant Secretary of  
the Army**

**(Installations and Environment)**

**Mr. Geoffrey Prosch**

# ALUMNI SUPPORT MICHIE STADIUM





# ARVIN CADET PHYSICAL DEVELOPMENT CENTER



# LIBRARY/LEARNING RESOURCE CENTER



# PREP SCHOOL PROPOSAL





OUR SOLDIERS

**ARMY STRONG!**

USMA Board of Visitors Inquiry Plan for Calendar Year 2007  
(Revision 3 following Spring Meeting )

MACRO			MICRO	
USMA BoV Mission Area	Board Progress (as of 1 June 07) Towards Satisfying Annual Inquiry	Actual Meeting Coverage	Subjects or work products within this Inquiry area which have been studied by the Board	Planned Meeting Coverage
<b>Morale and Discipline</b>	<b>Complete for 2007</b>			
<b>Focus: Completed</b>		Organizational	Cadet Surveys	Organizational
		Organizational	Awareness and Prevention of Sexual Assault and Harrassment	Organizational and Summer
		Organizational	Upcoming Cadet / USMA Events	Organizational and Summer
		Spring	UCMJ (Cadet criminal cases) / Professional Military Ethic Education	Spring
		Spring	USMA Leading Diversity Office	Spring
		Spring	USMA Battlefield losses and preparing cadets for leadership in combat	Spring
			Cadet Roundtable Discussion	Summer
			Honor Panel Preliminary results	Summer
<b>Curriculum, Academic Methods</b>	<b>Ongoing</b>			
<b>Focus: Annual Meeting</b>		Organizational	Middle States Accreditation	Organizational and Annual
		Organizational	ABET Accreditation	Organizational
		Organizational	USMAPs Program	Organizational and Annual
		Spring	Cultural Awareness, Immersion, Language Program expansion	Spring, Annual
		Spring	Battle Command Course and Proposed Interdisciplinary Capstone Course	Spring
			Class room visits	Annual
			"blackboard" demonstration	Annual
<b>Instruction</b>	<b>Ongoing</b>			
<b>Focus: July Meeting</b>		Spring	Physical Instruction	Spring, Summer
		Spring	Academic Instruction	Spring
		Spring	Military Instruction	Spring
			Military training visit	Summer
			Classroom visits	Annual
<b>Physical Equipment</b>	<b>Ongoing</b>			
<b>Focus: July Meeting</b>		Organizational, Spring	Military Construction (MILCON) plan	Organizational and Summer
		Organizational	Sustainment, Renovation, Maintenance (SRM) Funding	Organizational
		Spring	Residential Communities Initiative (RCI) implementation	Spring, Summer
		Spring	USMA Master Plan	Spring and Summer
			Barracks renovation tour	Summer
			USMAPs relocation site visit	Summer
			Jefferson Hall tour and update	Summer
			RCI Implementation at USMA	Summer or Annual
<b>Fiscal Affairs</b>	<b>Complete for 2007</b>			
<b>Focus: Completed</b>		Organizational	FY 07 and FY 08 Budget	Organizational
		Organizational	Resources Available (\$, People, Time)	Organizational
		Spring	Cadet Rations funding, Cadet Pay	Spring
		Spring	USMA Master Plan	Spring and Summer
		Spring	Business Transformation	Spring
<b>Other Matters relating to the Academy</b>	<b>Ongoing</b>			
<b>Focus: Annual Meeting</b>		Organizational	Tiger Team Recommendations	Organizational
		Organizational	FACA Training	Organizational
		Organizational, Spring	Board Governance, Rules, Annual Report	Organizational , Spring, Summer
		Organizational	BRAC / USMAPs Relocation	Organizational
		Organizational	Commercial Activities Study (A-76)	Organizational
		Organizational	Strategic Goals	Organizational
		Spring	Board Governance / Rules / Annual Report	Spring and Annual
		Spring	Cadet Leadership Development System	Summer or Annual
		Spring	Admissions (Diversity Update)	Spring, Annual
		Spring	Officer Retention	Spring
			USMA Response to 2006 Board Recommendations	Summer
			Approval of revised BoV Rules	Summer
			Annual Report Update to the Board	Summer, Annual
			Tiger Team-influenced Decisions	Summer
			Football Panel Preliminary results	Summer

**SUMMARIZED TRANSCRIPT  
BOARD OF VISITORS ANNUAL MEETING  
DECEMBER 7, 2007  
WEST POINT, NY**

**1. DESIGNATED FEDERAL OFFICER'S REMARKS.** Lieutenant Colonel (LTC) Paul Sarat, Designated Federal Officer (DFO) for the United States Military Academy (USMA or the Academy) Board of Visitors (BoV or the Board) stated that the Board is subject to the United States Code Title 10, Section 4355 and the Federal Advisory Committee Act (FACA) and that USMA is the sponsor of the Board on behalf of the US Army, which is the agency which receives the benefit of the Board's advice and recommendations. As the Board's sponsor, the Academy provides the DFO and administrative support for the Board. LTC Sarat announced that the meeting was open to the public; however, members of the public attending open meetings and briefings to the Board are not allowed to present any questions from the floor or speak to any issue which is under discussion by the Board. He added that the proceedings of the meeting would be recorded, and that a summarized transcript would be prepared. LTC Sarat then asked the members to give their attention to The Honorable Samuel K. Lessey, Jr., the 2007 Vice Chairman of the Board.

**2. VICE CHAIRMAN'S REMARKS.** The Honorable Lessey called the Annual Meeting of the Board to order at 1:00 p.m. He began his remarks by welcoming everyone and thanking them for taking time out of their busy schedules to attend the meeting. On behalf of the Board, The Honorable Lessey welcomed Mr. Geoffrey Prosch, Principal Deputy Assistant to the Secretary of the Army for Installations and Environment (PDASA I&E), who serves as the Secretary of the Army's representative at the meeting. He added that the Board looks forward to hearing Mr. Prosch's remarks to the Board.

**3. ADMINISTRATIVE ANNOUNCEMENTS.** LTC Sarat stated for the record that the last meeting of the Board was held on July 15, 2007, at West Point. Since that time, The Honorable Lessey completed the Cadet Marchback (5<sup>th</sup> time), attended the Thayer Award Ceremony, the Law and Terrorism Seminar, all home football games and games at the United States Air Force Academy (USAFA) and Army vs. Navy in Baltimore. Senator Reed attended a home football game against University of Rhode Island (URI), Army vs. Navy, and taught several classes to cadets during the fall term at West Point. Dr. Charles Younger took a tour of facilities in early November, attended the home football game against Rutgers, and was also in attendance at Army vs. Navy. Mr. Strong attended a home football game against Tulsa and was in attendance at Army vs. Navy. Mr. Rainey also attended Army vs. Navy, and met with the Director of Admissions and the Special Assistant to the Superintendent for Human Resources to discuss the Minority Outreach Program. Congressman Hall visited the Academy with a congressional delegation in September, conducted an aerial tour of West Point, and toured several facilities to include the Jefferson Library Learning Center.

Next, LTC Sarat directed member attention to the packets in front of them. Included in the packets are an agenda, the Board Inquiry Plan for 2007, the Proposed Board Inquiry Plan for

2008, proposed dates for the 2008 Organizational and Spring Meetings, a request for the Board to review the Army Football Program (from Mr. Richard D. Kelly, USMA '71), and a seating chart and slide packet for the meeting. LTC Sarat added that, as with all inquiries which are addressed to the Board, it is his responsibility to provide the Board with copies of the inquiries, and that he did not have time to get copies of the letter from Mr. Kelly to them prior to their arrival for this meeting. However, as with the recent letter from the Union, it is not the Board's intention to address these inquiries during the meeting; it is just USMA's responsibility to make the information available to the members.

**4. ROLL CALL.** For the record, the following Board members were present at the roll call. Members arriving late or departing early are annotated in the portion of the report most closely associated with their time of arrival or departure.

*Congressional Members:*

No congressional members were present at the time of roll call

*Presidential Members:*

The Honorable Samuel K. Lessey, Jr.  
Mr. John Rainey  
Mr. William Strong

*Members Absent from Roll Call:*

Congressman Maurice Hinchey (arrived at 1:10 p.m.)  
Congressman John Hall (arrived at 1:25 p.m.)

Senator Jack Reed  
Senator Susan Collins  
Senator Kay Bailey Hutchison  
Senator Mary Landrieu  
Congressman John McHugh  
Congressman Todd Tiahrt  
Congressman Jim Marshall  
Dr. Charles Younger  
Ms. Rebecca Contreras  
Mr. Blake Hall

Based on the Board attendance, LTC Sarat informed the Vice Chairman that a quorum was not present. LTC Sarat explained that the meeting will be conducted as planned, and the Board will complete the 2007 Board Inquiry Plan as scheduled. However, in accordance with Board Rules, because there is not a quorum, the Board can not make any decisions or conduct any votes.

*USMA Leaders and Staff:*

Lieutenant General F.L. Hagenbeck, Superintendent  
Brigadier General Patrick Finnegan, Dean of the Academic Board  
Mr. Kevin Anderson, Director of Intercollegiate Athletics  
Colonel Tyge Rugenstein, Commandant, United States Military Academy Preparatory School (USMAPS)  
Colonel Michael Colpo, USMA Chief of Staff  
Colonel Daniel Bruno, US Army Garrison (USAG) West Point Commander  
Colonel Kelly Kruger, Director of Policy and Analysis  
Colonel Jeanette McMahon, Special Assistant to the Superintendent for Human Resources  
Colonel Deborah McDonald, Directorate of Admissions  
Colonel Robin Swope, Staff Judge Advocate  
Lieutenant Colonel Jesse Germain, Deputy Director, Department of Physical Education  
Lieutenant Colonel Bryan Hilferty, USMA Director of Communications  
Lieutenant Colonel Jim Glackin, Executive Officer to the Superintendent  
Lieutenant Colonel Dave Jones, Special Assistant to the Commandant  
Major Ryan McCormack, Aide-de-Camp to the Superintendent  
Major David Lyle, Office of Economic and Manpower Analysis  
Mr. Michael Colacicco, Residential Communities Initiative Project and Assets Manager  
Mr. Matt Talaber, Director of Public Works  
Mr. Anthony Brown, Director of West Point Morale, Recreation and Welfare  
Ms. Cynthia Kramer, BoV Specialist and Alternate Designated Federal Officer  
Mr. Richard O'Dell, Audio Visual Specialist  
Mr. David Kimery, Audio Visual Specialist

*Others Present:*

Mr. Geoffrey Prosch, Principal Deputy Assistant to the Secretary of the Army for Installations and Environment (The Secretary of the Army's designated representative)

Mr. Brad Piggery, Legislative Assistant to Congressman Hall  
Mr. Chris White, Legislative Assistant to Congressman Hinchey  
Mr. Don Minichino, Reporter, *Mid Hudson News*  
Ms. Alexa James, Reporter, *The Times Herald Record*  
Mr. William Nagel, Attorney for the International Union of Bricklayers and Allied Craftworkers (IUABC)

The BoV is codified under Title 10 US Code which states that members of the Board shall inquire into the morale and discipline, curriculum, instruction and physical equipment, fiscal affairs, academic methods and other matters relating to the Academy which the Board decides to consider. At the 2007 Summer Meeting, the Board agreed to focus on two areas of inquiry for the Annual Meeting: Academics and the Cadet Leadership Development System (CLDS).



LTC Sarat turned the meeting over to The Honorable Lessey.

The Honorable Lessey introduced Mr. Prosch, the Secretary of the Army's (SECARMYs) designated representative. He added that the Board is always glad to have Mr. Prosch in attendance to address the Board, especially to update the Board on physical equipment and facilities during this meeting, and especially at Christmastime when he believes Mr. Prosch has some good news.

**5. MR. PROSCH'S REMARKS.** Mr. Prosch began his remarks by thanking The Honorable Lessey and welcoming everyone to the meeting. He stated that "the pace seldom slows for any of us in this room, yet we all manage to carve out time to champion important missions". He added that the Academy's mission is arguably now more vital to our Army and Nation than ever before. On behalf of the SECARMY, The Honorable Pete Geren, Mr. Prosch thanked everyone for his/her committed support of the USMA and the crucial oversight provided by the BoV. Mr. Prosch stated that, as always, he considers it a privilege to represent the SECARMY, and will report all key issues from the meeting directly to him.

Mr. Prosch informed the Board that the Army senior leaders are 100% behind the USMA game-plan: to produce officers and leaders of character to serve and lead our Soldiers and defend our Nation in the 21<sup>st</sup> century. Army senior leadership understands the Academy's needs, continues to provide appropriate guidance for the way ahead, and is doing its best to ensure USMA is resourced to deliver on its mission.

"As members of the USMA BoV, you are critical to our overall success. We, the Army, and the Academy, value the Board's vital input and oversight". Mr. Prosch added that BoV members bring an unfettered view and perspective, and reassured the Board that their thoughts and recommendations are carefully reviewed. (*Congressman Hinchey arrived at this time.*) Mr. Prosch thanked members for continuing to serve as advocates of the Academy in the Army, the Congress and in all of the other respective spheres of influence and interest. He asked that members continue to tell the West Point story, and stated that their endorsement makes a true difference, especially during a time when propensity to serve in the military is diminished and awareness of the role of the military academies has declined.

Mr. Prosch stated that he knows Lieutenant General (LTG) Hagenbeck plans to address a number of special interest topics during the meeting, and that the main thrust of the meeting is oriented toward the Academic Program. Mr. Prosch asked the members continually to assess whether they believe the curriculum and current initiatives consistently support the goals and objectives of the Academy's mission.

Mr. Prosch informed the Board that he served as a Guest Lecturer for the Department of Social Sciences on December 7, 2007. He stated that he spoke to cadets in the Critical Thought Course (XH497). There were 20 cadets in attendance who were all competing for post-graduate scholarships. He added that he really enjoyed talking to the cadets during the lecture and, although the course is structured to assist the cadets with their scholarship competition preparation, the course is also a great leadership development seminar. During

the lecture, Mr. Prosch spoke to the cadets about leadership principles and the larger concept of officership. Mr. Prosch stated that, as always, he was tremendously rewarded and impressed with the intelligent, tough questions which the cadets asked. "This should make us all proud and confident in the future of the Army". He added that, incidentally, the candidates for the scholarships for post-graduate schools have been very successful so far. He informed the Board that there have been one Rhodes Scholarship winner, two Marshall Scholarship winners, and two Rotary Ambassadorial Scholarship winners. The Academy is currently awaiting the results of the Gates, Churchill, Fulbright and Truman Scholarships.

In conclusion, Mr. Prosch thanked the members for all of their hard work and precious time which they devote to the Board. "Go Army!" Mr. Prosch then turned the meeting back over to The Honorable Lessey.

The Honorable Lessey thanked Mr. Prosch for joining the Board for today's meeting, for his remarks, and for all that he does in his position for Soldiers and families throughout the Army.

**6. BOARD BUSINESS.** The Honorable Lessey began by covering the Board of Visitors Inquiry Plan for Calendar Year 2007. He stated that at the July 2007 meeting, the Board validated the annual plan to address all subjects specified in Title 10 USC. He added that the Board is following the plan by focusing inquiry on Academics and the Cadet Leadership Development System (CLDS) at today's meeting. There is a proposed Inquiry Plan for CY2008 which mirrors the 2007 Inquiry Plan. The Honorable Lessey opened the 2008 Inquiry Plan for discussion by members, particularly Mr. Strong, chief author of the plan. He reminded members that the Board will not be able to vote on the plan at the meeting, because of the lack of a quorum. Mr. Strong stated that he believes the plan served the Board well in CY2007 and does not see any reason to change it for CY2008. Mr. Rainey added that the plan appears to be in line with Title 10 USC. The Honorable Lessey stated that he would take the comments under advisement and will pass on the Board's thoughts and recommendations to the Chairman (Congressman McHugh).

Next, The Honorable Lessey discussed the preparation of the Annual Report. He informed the Board that he, LTC Sarat and Ms. Kramer discussed the Report at length on December 6, 2007, and asked LTC Sarat and Ms. Kramer for any announcements with respect to its preparation. LTC Sarat stated that the transcript from the summer meeting was in final draft form. He added that The Honorable Lessey and Ms. Kramer would be meeting this afternoon (December 7, 2007) to conduct the final review of the transcript. This will have the Board caught up on meeting transcripts. The Annual Report itself, with the transcripts from all of the meetings, as well as the formal report, is due to the President on February 6, 2008. Mr. Rainey had volunteered at an earlier meeting to take the lead in preparing the report, and LTC Sarat and Ms. Kramer are working closely with him to make sure all timelines are met. As of this meeting, all documents are complete through the April 2007 meeting. The plan is to have the draft transcript from the Annual Meeting (December 7, 2007) to the members by December 21, 2007 for review. LTC Sarat asked the members to submit their input to Ms. Kramer no later than (NLT) January 4, 2008. Recommended changes will be made and the draft report (version two) will be sent back out to the Board for

final review by January 11, 2008. He asked that members submit final comments NLT January 18, 2008. LTC Sarat stressed that we must stick to these suspense dates in order to meet the 60-day requirement for completion of the Annual Report.

The Annual Report will be prepared concurrently with the transcript from the Annual Meeting. Any member who wishes to provide input to the Annual Report, on any subject he/she wishes to address, should have his/her information to LTC Sarat NLT December 20, 2007. LTC Sarat and Mr. Rainey will continue to work together to get the draft Annual Report to members for review by January 4, 2008, and give members a week (January 11, 2008) to review and submit comments or recommendations.

LTC Sarat informed the Board that the final portion of the Annual Report is the USMA Response to Board Recommendations. He stated that the Academy is in the process of updating the documents which were provided to the Board in July, and will send the members the updated documents NLT December 14, 2007. He added that there are very few changes, so the review process should be fairly quick, and that the suspense for the review of those documents is 20 December 2007. The goal is to have the Annual Report, with all annexes, complete by January 23, 2008, so that there is time to gather all member signatures on the copy and have it reviewed before signature. Last year this was an issue for some members, as they were asked to sign a copy of the report prior to seeing it in its entirety. This would give the Academy two weeks to get the final report printed and to the President.

LTC Sarat asked Mr. Rainey if he had any comments regarding the Report. Mr. Rainey stated that he is committed to getting the report done correctly and on time.

There being no additional comments, LTC Sarat turned the meeting back over to The Honorable Lessey.

The Honorable Lessey took a moment to compliment Ms. Kramer for the hard work that she does. He stated that Ms. Kramer has to translate what comes out of the recordings from all of the Board meetings and is “stuck with me as the editor of minutes” and it really helps, when Ms. Kramer asks individuals to rewrite a section, to be as prompt as possible, as it facilitates the whole process. He asked that everyone remember that this report goes to the President, and even the Commander-in-Chief is not familiar with all the military acronyms; so think of what is being refined in terms of the original minutes as something which is going to the “outside world” and needs to be understandable for the outside reader. The Honorable Lessey asked if there was any further discussion regarding the Annual Report. There being no further discussion, The Honorable Lessey turned the meeting over to LTG Hagenbeck.

**7. USMA UPDATE.** LTG Hagenbeck thanked The Honorable Lessey and welcomed everyone to the Academy. He stated that, if time permits at the end of the meeting, there are three or four miscellaneous subjects which were raised to him by Board members during the trip in Baltimore for Army vs. Navy. Time permitting, LTG Hagenbeck will address those topics in the macro-view and will follow-up at the appropriate time during the next Board meeting. The topics are: Thayer Hotel (potential of a conference center being built at West

Point), discussion on the future of the east stands at Michie Stadium, and a “branding issue” for West Point.

LTG Hagenbeck turned the meeting over to COL Kruger, Director of Policy and Analysis (OPA), to provide the Cadet Leadership Development System (CLDS) Update.

**a. CADET LEADERSHIP DEVELOPMENT SYSTEM (CLDS).** COL Kruger began his briefing by reminding the Board that during the summer (2007) it received, as part of the Academy’s Inquiry Plan, an update on two out of three of USMA’s developmental programs (Military and Physical). He stated that, during this meeting, the focus will be on the Academic Program, the third of USMA’s primary developmental programs. COL Kruger stated that he wanted to take a step back and provide the Board with an update on CLDS which, in essence, is the Superintendent’s plan, his blue-print, and his guidance to the program directors (Dean and Commandant) on how to execute their programs in support of the Academy’s mission. He added that this is a strategic view, and that his job as Director of OPA is to prepare and articulate the Superintendent’s guidance to the program directors and integrate what the programs do.

COL Kruger informed the Board that the Academy is getting ready to make a fundamental change to CLDS, an important philosophical shift in the program which has been underway for the last 18 months. The background for this is the last couple of Middle States Accreditations. During the 1999 report, Middle States said that the Academic Program is well organized and managed; there is a great set of objectives, great guidance out to the program directors and department heads, and a great assessment program. The Military and Physical Programs lack the continuity which allows them to have the same degree of guidance and assessments of their programs. By 2005, during the interim report, Middle States came back and said that the Academy was making some progress in the Physical Program, but that the Academy still had a long way to go with respect to the Military Program, and little was being done to integrate the three programs. In addition, the report stated that, while steps can be taken independently by the Commandant and the Dean to improve their programs, there was still no institutional integration. COL Kruger informed the Board that the CLDS Committee determined that the ideal manner to improve the program integration was to follow what has worked so well for the Academic Program and develop a similar methodology at the institutional level. The CLDS committee now talks in terms of institutional goals and objectives; integration success will be when everyone at the Academy talks the same way rather than in terms of program goals. COL Kruger stated that this sounds like a small thing, but it is a significant directional shift of focusing on the institution versus the individual programs.

Next, COL Kruger went over the outline for the new CLDS, which the Academy is in the process of writing. He stated that he hopes to have the new plan out by the summer 2008. He added that it takes a while to articulate and document this correctly. The Academy started with the Army’s new doctrine on leadership which provided a good description of the leader of the 21<sup>st</sup> century. A second key aspect of the new CLDS will be the documentation of the West Point theory behind leader development. Although USMA has a great developmental system, the theory on which it is based has never been articulated and linked

back to the academic disciplines of student development and adult development. COL Kruger stated that he should have a working draft of the new CLDS book complete by the Spring BoV meeting.

In conclusion, COL Kruger stated that the new CLDS book will be a primer for the USMA staff and faculty of what leader development is, and a strategic outreach document which explains how West Point develops leaders. In addition to the new CLDS book, there will be six domain books, modeled after the Dean's book, and there will be an institutional domain development guide for program directors, and an assessment plan for each domain. Again, this will be a major shift in where the Academy has gone before, and will finally be accomplishing what Middle States has been recommending for quite some time. COL Kruger said that what is interesting is, when you take a look at the few colleges and universities around the country which have more than an Academic Program, especially the other service academies and Jesuit schools who do a lot of character building, very few have well organized systems that integrate so many aspects of development and which assess the integrated product to this degree. COL Kruger believes, in time, USMA will be a benchmark for successful integration of a broad college curriculum in America.

**b. ACADEMIC PROGRAM UPDATE.** Brigadier General (BG) Finnegan began by explaining the Academic Program goals to the Board. He said that what the Academy is trying to accomplish with the program is to have graduates anticipate and respond effectively to the uncertainties of a changing technological, social, political, and economic world. This overarching goal, which the Academy has had for a number of years, helps to construct and assess the Academic Program. The Dean stated that, during this meeting, he was going to focus on the culture goal, but he will also show how that goal works in conjunction with the other goals to help the program achieve its goal of producing educated young officers for the Army.

BG Finnegan stated that culture has been a long-standing goal, and has been in the Academic Program for more than a decade. Of course, in the last several years, particularly with the fights the Army is in now, there has been an increased emphasis on the need for cultural awareness by our officers. Part of this increased emphasis is increased language proficiency. Starting with the class of 2009, the Academic Program moved from two semesters of a foreign language requirement to a four semester requirement for all cadets who are majoring in something other than Mathematical Sciences and Engineering. For Mathematical Sciences and Engineering majors, it is too difficult to include two additional semesters of a foreign language because of the required courses for Engineering. If a cadet is majoring in Humanities, which is roughly 50-55% of every class, he/she must take four semesters of a foreign language.

Next, BG Finnegan went over the actual impact in the classroom. The Dean used the first semester schedule of Cadet Brian Smith (Class of 2009) as an example. Cadet Smith is majoring in Military History with honors. During his first semester schedule, Cadet Smith is taking a Physics II course which is normally a yearling course; Cadet Smith is a cow. When Cadet Smith arrived at the Academy, he started in the Math 100 course, which is a preparatory math course, and was one course behind. The great news is that Cadet Smith has

a GPA of over 3.0. During the third semester, Cadet Smith will be taking Intermediate Arabic, which probably would not have been on his schedule in the past. The Dean stated that one can see in Cadet Smith's schedule the relevance of all of the courses to a future Army officer, which is very gratifying. His schedule is a blend of Humanities, Sciences and Engineering, Military History, Language and Culture, and International Relations. This is the type of spot checking which makes the USMA leadership fairly confident that "we are getting this right".

BG Finnegan mentioned Dr. Rajaa Chouairi, who is Cadet Smith's Arabic instructor. Dr. Chouairi is not only an Arabic instructor, but is a "lover of the arts" and attempts to impart that to his students throughout his instruction. In the upper levels of his instruction, Dr. Chouairi often intertwines elements of Arabic opera and musical theater into the syllabus. Dr. Chouairi is a true student of the human condition, and his understanding of the arts helps him bring Arabic to life for his cadets. BG Finnegan informed the Board that he and the Superintendent received an e-mail from one of their classmates, which was forwarded by a cadet in Dr. Chouairi's class. The cadet wrote this to a friend earlier in the semester: "My Arabic teacher took the last five minutes of class to show us a clip of Pavarotti singing something from La Boheme, and then told us that he died today. Having a mother who sings this type of music, I was able to appreciate both the beauty of the clip and the significance of his death. But I think my instructor touched the entire class with a speech he gave afterward on how this artistic achievement, and the human creativity it represents, is ultimately what people like us are here to defend. It was very moving." BG Finnegan went on to say that Dr. Chouairi is one of those individuals among the entire military and civilian faculty who truly understands selfless service and the ideals of West Point. He is often described as more military than the military.

Next, BG Finnegan spoke to the Board about the integration of foreign language instruction into the classrooms. He stated that not only has the Academy expanded the foreign language requirement, but the cultural experiences for the cadets have been expanded as well. This academic year (AY), 144 cadets from 35 different academic majors will travel to 12 countries to study seven languages (Spanish, Portuguese, French, German, Russian, Chinese and Arabic). This is compared to 86 cadets in AY2007; back in AY1995, only four cadets traveled abroad for a semester.

Last spring, eight cadets went to China for a semester abroad. During part of their cultural immersion experience in China, seven of them not only studied the Chinese language, but also ran the Great Wall Marathon. When asked about their times, they sheepishly admitted that the best of the seven came in at about six hours, and the majority were around seven. The Dean added that, considering the terrain of the marathon, it was terrific that the cadets finished.

The Dean stated that the semesters abroad are an important part of the Academy's efforts, but in addition to that, amazing opportunities are available during the three and four week Summer experiences. During the Summer of 2007, 374 cadets traveled abroad for Advanced Individual Academic (AIAD) enrichment experiences. The English department AIAD traveled to the Brazilian rainforest, and studied the language and literature of the country, and

one of the more interesting aspects of this internship was that it included a mixture of West Point and Reserve Officer Training Corps (ROTC) cadets. Cadet Lawrence Franks traveled to Germany for the Foreign Languages AIAD with the German jaegerinfanterie. Cadet Franks was attached to a light mechanized infantry unit and was doing a combination of military training, cultural immersion and language training at the same time. Cadet Andy Byers went on an internship with the Social Sciences department to Jordan. Cadet Byers was on a counter-terrorism internship with two other cadets and four ROTC students from Tufts University.

Another opportunity of which the cadets take advantage (and actually invented in this case) is the Model Arab League Team. Last year, in its fourth year of existence, the team won its first National Championship. This year, the team competed in the Cairo International Model Arab League Competition which was held in Egypt on 16 -17 November 2007. This was on the initiative of Cadet Samir Patel who is the Cadet-in-Charge of the organization. Cadet Patel was not part of the National Championship winning team because he was busy on his semester abroad in Egypt at the time.

Next, BG Finnegan highlighted the multiple activities of Cadet Liz Betterbed, many of which are connected to the Academy's culture and language programs and others which demonstrate excellence in other areas. Cadet Betterbed is a yearling taking Advanced Spanish because she came to the Academy from high school proficient in the language. She is part of the Core Team of the Black and Gold Leadership Forum, which is a cadet organization. Cadet Betterbed has also traveled to Italy with the Women's Soccer team. Prior to departing for Italy, the cadets used Rosetta Stone, took language instruction in Italian, and also learned a little about the culture. While in Italy, the team played against Italian soccer teams, did fairly well, and was also able to visit Florence and see cultural sites. Cadet Betterbed has applied to travel to Argentina as part of the Foreign Academy Exchange Program (FAEP). BG Finnegan added that, this year, more than 170 cadets applied for approximately 60 slots in FAEP. The program sends cadets to 30 different countries over Spring break. That means 170 cadets volunteered to give up their Spring break to go on this program. In early April, 60 foreign cadets from the partner countries will come to USMA and cadets such as Cadet Betterbed will serve as their hosts for the week. To conclude this story, the Dean informed the Board that Cadet Betterbed is number one in her class academically and overall, and has selected Mechanical Engineering as her major. While she may not be typical in terms of talent, she is typical in terms of the experiences which are afforded to her and also in the way she, like other cadets, has seized those opportunities.

BG Finnegan then spoke to the Board about Cadet Steven Astemborski. Cadet Astemborski is a Mechanical Engineering major. Cadets majoring in Mechanical Engineering are broadening their education in multiple ways. Cadet Astemborski was on ESPN Sports Center as part of a trip the Advanced Leadership class took. The class went to ESPN and spoke to them about the organization and it's leadership; it was a great experience. As part of the leadership class Cadet Astemborksi took, he had to write an essay about a leadership experience he had and what it had taught him about himself as a leader and what he hoped to develop from it. He told a story about his yearling year. During the yearling year, every cadet is responsible for one plebe and Cadet Astemborksi's plebe had heard a story (possibly

on the internet) that, if you spray finger nail polish on your arms, you can then light them on fire and the finger nail polish will light, but your arms will not burn. This is not the case, and the plebe learned this the hard way. Cadet Astemborski assisted his plebe, who was on fire in getting the fire put out and took him to the hospital to be taken care of medically. He “wised up” in a number of ways. Next, BG Finnegan read a few extracts from Cadet Astemborski’s essay. “I did not truly understand the impact that these events with my plebe have had on me as a leader until I wrote this case study. During that trip to the emergency room with the cadet in question, the only thing going through my mind was that I better be recognized for helping out my plebe. That night, and throughout the next day, I kept wondering if anyone was going to tell me “good job.” I was doing things in hopes of the congratulations to follow. This is not the kind of leader I want to be. I want to help out my plebe because it is the right thing to do. I did not want to be that guy who only did things for his subordinates to make himself look good. Those are the kinds of leaders I resent, and I am truly unhappy with myself for having that attitude throughout the two or three weeks that I was helping the cadet to recover.”

Next, BG Finnegan followed up on a remark Mr. Prosch made earlier about the five cadets from the Class of 2008 who have earned scholarships this year. Cadet Jason Crabtree, the Cadet First Captain, won a Marshall Scholarship and had to turn it down the following week to accept a Rhodes Scholarship. Cadet Sanborn won a Marshall Scholarship as well, but his story has an interesting twist. Cadet Sanborn is a USMAPS graduate, former service and number one in his Prep School class when he arrived at USMA. Because of his prior service, Cadet Sanborn was too old to compete for the Rhodes Scholarship so, in turn, competed for the Marshall Scholarship. Again, these are the “high end” of USMA cadets, and Mr. Prosch had the opportunity to speak with them during the lecture he gave before today’s meeting.

In conclusion, BG Finnegan went back to the goals of the Academic Program. BG Finnegan continued Cadet Astemborski’s story. For the leadership essay, the cadets were given a “blank slate” to write a case study about a leadership experience which he/she had at West Point, and then to analyze it using the course concepts (creativity and communications goals). Cadet Astemborski chose the story about his plebe lighting his arms on fire, and then took a candid look at himself and provided great analysis of his own leadership using the theories of leadership and human behavior. His words showed great candor, commitment to his own development, moral and self awareness. He communicated this effectively too. BG Finnegan asked the Board to remember that Cadet Astemborski is a Mechanical Engineering major, so most of his time during the year is spent studying Engineering and Technology, but he has also applied to venture to Greece on the FAEP this spring. The Dean added that the Academy does not have to look very hard for cadets like Brian Smith, Liz Betterbed, Samir Patel and Steve Astemborski. They tell the story of the Academic Program and tell it well. BG Finnegan informed the Board that he invited these cadets to attend the meeting and asked the members, when they have time during a break, to take the opportunity to talk to the cadets about their experiences and what they find in the academic and other programs at West Point.

The Honorable Lessey asked BG Finnegan what his biggest challenge is today as the Dean of the Academic Board. The Dean stated that the biggest challenge is one that is facing the



Army as a whole, which is having the appropriate resources. He added that the Army works with the Academy very well, but as the size of the Corps is expanded to meet the needs of the Army, resources (personnel and financial) are a challenge for the Academy to continue with the quality of the Academic Program. The Academy needs “the right kind” of teachers and the right number of teachers in order to do the things it wants; for example, not just teaching Arabic in the classroom, but to role model and mentor outside the classroom as well.

The Honorable Lessey asked how close to 4,400 cadets the Academy is at this point. BG Finnegan informed The Honorable Lessey that the Academy has a Corps larger than 4,400 (4,450). LTG Hagenbeck commented by saying that, as the Board has heard USMA leadership state before, over 1,300 cadets were admitted during the last two classes. Up to this point, the attrition model had been historically consistent, but that recently cadets are not attriting at that rate; therefore, the Academy has exceeded the cap. He added that the Academy will have to report this to Congress if this stays true at the end of next fiscal year. The Honorable Lessey asked if this meant the Academy would bring in a smaller class next year. The Superintendent stated that the Academy was directed to keep producing as many officers as it can, but at this point, the Secretary of the Army (SECARMY) has said to continue to move in the direction which the Academy is going and to keep him posted on a quarterly basis. The Academy is also working with the Office of Congressional Legislative Liaison (OCLL); the Academy has an authorization for 4,200 and is working the language to see if it can get the cap increased to 4,400 (100 for each of the next two admission years). This request is still within the Pentagon and unified legislation is being worked with the Air Force and Naval academies. COL Kruger stated that the end strength cap is actually defined by law as a date prior to graduation. Therefore, the number of 4,200 must be achieved before graduation. At the beginning of the Academic Year, the Academy can have, for example, 4,300 cadets and it is completely okay because Army knows USMA will probably lose 150-200 cadets throughout the year, which is the normal attrition rate. The Academy adjusts how many cadets it brings in each year based on historical attrition rates. BG Finnegan added that, if the Academy continues with the current model, it will bring in the same class size that it has over the last two years. The Academy has had to adjust the attrition model continually because fewer cadets are leaving.

The Honorable Lessey thanked the Dean for his update and stated that the Board finds it gets a lot of questions regarding the size of the Corps just from people they happen to be talking with outside of West Point.

Congressman Hinchey stated that he was not exactly clear on the numbers. COL Kruger explained that for each class approximately 1,300 are admitted and by the time a class graduates, the number is down to approximately 1,000. BG Finnegan added that the Academy has not seen the graduating classes of 1,300 yet because they are the current plebes and yearlings. Prior to that, the cow and firstie classes were at 1,250 and 1,180 respectively. Congressman Hinchey stated that he very much appreciates, as a member of the Board, today’s presentation and added that he believes it is very valuable and important and it helps him understand exactly what is going on in a much clearer way. In addition, he stated that he appreciates the focus of attention on the changing circumstances with which the Academy has to contend. The idea that a number of students are involved in international relations in a

very direct way is critically important. Congressman Hinchey asked what the percentage of cadets is who go abroad for a semester. BG Finnegan explained that the cadets are primarily juniors (cows) and the goal is 150 cadets per year; which equates to approximately 15% of each class. The Dean added that it is competitive and that many of the cadets who participate major in a foreign language. More than 1/3 of those who go abroad for a semester major in a different discipline. This makes it more difficult for those cadets because that means they have to do more work back at USMA. Congressman Hinchey asked if the percentage (15%) is likely to increase. BG Finnegan replied that it would not; at this time the Academy is where it wants to be with the percentage of cadets attending a semester abroad. LTG Hagenbeck added that there is an interest in the potential to increase the number; however, as the Dean previously mentioned, there are other opportunities available for cadets to go abroad for less than a semester. BG Finnegan added that the reason for not wanting to go above the 150 mark is because of all the other requirements which cadets have; that this is probably the limit of where the Academy would want to go at this time until it has a little more experience in seeing how it works. This is the first year in which the Academy has even approached 150 cadets spending a semester abroad.

Congressman Hall asked what the most popular languages are the cadets are studying. BG Finnegan stated that Spanish and French are still popular; Arabic has been on a dramatic increase since 9/11 because more cadets sign up for it. In fact, after 9/11 with respect to three languages (Arabic, Chinese and Russian), if cadets sign up for them as a first choice, the Academy always wants to accommodate those requests, because they are essential languages to our future and our country. Not that the others are not, but those are particularly important at this time. After 9/11, the Academy had so many cadets sign up to take Arabic as their first choice, that for a couple of years the Academy was not able to accommodate all of the requests because it did not have enough Arabic instructors. More Arabic instructors were hired and last year was the first time the Academy was again able to accommodate every cadet's request for Arabic as their first choice. BG Finnegan added that he will get the Board the information on what the percentages are for each language.

Congressman Hall asked if more detail could be given on the earlier comment regarding the similarities in domains with the Jesuit schools. COL Kruger stated that his Chief of Institutional Research and a representative from the Dean's office were at the American Association of Institutional Research and presented the Academy's student outcome assessment model, which shows how USMA brings six developmental domains together (military, physical, intellectual, social, human spirit, and moral/ethical) and shows how the Academy developed the goals, objectives and assessment models to do this. They were approached by two individuals (one was a well respected expert on assessments of universities and another was from a Jesuit school) who were excited about how USMA was proceeding and said that they had not been able to pull this all together. The second point is that a number of people from the American Association of Colleges and Universities (AAC&U) have also expressed a great interest in what USMA is doing. USMA is one of the few which has started to include character development as a part of it's curriculum, integrate it with the rest of it's curriculum, and assess the total integrated product. Schools are starting to realize character and social development count. He added that USMA is in the forefront and other institutions are watching us very carefully.

Congressman Hall congratulated the Academy on all of the scholarships which have been awarded recently and stated that it is very impressive.

c. **ADMISSIONS UPDATE.** COL McDonald began her briefing by going over comparison numbers which provide a picture of the current four classes (2008-2011) and the current candidate class (2012). She also discussed the numbers for the last class to be admitted prior to 9/11 (2005). Some of the numbers on which she asked the members to focus were the number of files which have been opened to date (as of December 4, 2007). Prior to 9/11 the Academy had fewer than 9,000 applicants (8,707). Applicants peaked shortly after 9/11 at 10,892 and started to drop over the subsequent last three to four years. However, when you look at the number of qualified files, the number for 2012 is 610 (as of December 4, 2007), and when you compare that to the number of offered admissions for 2012 (111) in contrast to the other classes prior to it, the Academy is doing very well this year. With the candidates who are applying and completing their files early, and if a nomination comes in from Congressional offices, the Academy is able to qualify the candidates and get them their admission offers promptly. COL McDonald added that the Academy will accept nominations throughout the admissions cycle. Although Admissions places a deadline of 31 January of the admissions cycle for its own internal purposes, if a Congressional office submits a nomination past the deadline, the nomination will still be included in the candidate's file. The intent is to get the nominations in place in a timely fashion in order to offer candidates admission in the same time period as other colleges and universities. Most nominations are received by the Academy between early November and the end of January. If you were to look historically at the last five or six classes, you would tie 2012 very closely to 2010, and expect them to respond very similarly to the way that the Class of 2010 responded, just by virtue of how the candidates are completing their files at this point. COL McDonald stated that she sees no issues with the Academy bringing in a class size of 1,300. Some of the areas where we still continue to struggle are with African-American applicants. This really is the only applicant pool where the Academy has seen a significant decline over the last five years. Hispanic applicants have almost doubled in the last five years, so that has been a very good news story for USMA.

Mr. Strong addressed COL McDonald and asked her if it were accurate to say that the standards which give rise to offers of admittance have remained the same across the five year period. COL McDonald stated that yes, they have. In fact, the standards are governed by an Academic Board Directive and the standards are age limitations (have to be 17 and not yet 23), a US citizen, medically and academically qualified, and with a nomination. When talking about the academic qualification, candidates have to be qualified through the USMA Admissions Committee. The Academy does not have a floor on academic standards, if you were to ask if candidates have to obtain a certain score on the ACT or SAT. However, what the committee does is look at a candidate and, if he/she falls below the risk line (i.e. falls below 560 on the verbal of the SAT), that individual's file will be evaluated by the Department of English, who will look at what his/her school official evaluation said, how well he/she did academically in class and how well written are his/her submissions. The Academy can accept risks in candidates if it believes they can handle the Academic Program. The attrition rate shows with recent classes that candidates are remaining and being retained

at greater numbers and are not attriting for any of a variety of reasons, including not attriting academically. This shows that the Academy is bringing in the right quality of students at the correct academic standards while trying to meet our demographics. A lot of candidates (African-Americans) are sent to USMAPS to try to bring up the Academy's numbers, but USMA will continually struggle with the African-American pool until it can reach out deeper and earlier into the candidate cycle (8<sup>th</sup> and 9<sup>th</sup> grade students) to talk to them about the high school and college experience, and also how they can prepare themselves effectively, not just for West Point, but for any college.

Next, COL McDonald reviewed some of the Admissions initiatives. She stated that Admissions is working to create liaisons with the Urban League, African-American counterparts and constituents, and also with the Congressional Black Caucus (CBC). It is not just giving the CBC an admission program to review, but USMA is providing the CBC the opportunity for a visit so that they can see what USMA is all about and speak with the cadets. Cadets are really the Academy's best credentials. When meeting with the cadets they (the CBC) can feel confident that by nominating someone from their congressional districts, they will be bringing them to a place where it is good for them to be. Some of Admissions' other initiatives include changing the way it does the admissions process, by bringing it online. The process will be fully automated this year and will be paperless with the Class of 2013, which will turn online in two weeks from this meeting (December 21, 2007). The Second Step Kit (SSK) Online is the candidate application, which is a litany of paperwork which is sent to students usually during August or September of their senior year. This will now be available online and students will be able to pull up the information during the summer between their junior and senior year. The hardware and software for this is already in place and Admissions is just working through the process.

The Honorable Lessey mentioned that, when he was the Director of the Selective Service System, they had back-up files in an undisclosed location, and asked what will the Academy have in case of a power or electronic issue? COL McDonald stated that back-up files are made daily within the office in an off-site location elsewhere at the Academy, and that there are two additional back-ups, one of which is located off the installation. Therefore, in the event of a catastrophic event at West Point, Admissions will not loose all of the candidate applications, files or electronic information. Mr. Strong asked if the two locations off-post were on different electricity grids. COL McDonald replied that she was not sure if they were, but assumes that they are.

Another Admissions initiative is the update of the video *The 5 Pointed Star*. This is not just a West Point video; it includes all of the service academies. It includes highlights of USAFA, USNA, USMA, Merchant Marine Academy (USMMA) and the Coast Guard Academy (USCGA). Admissions is also updating its main recruiting video, *Leaders for a Lifetime*. This video is approximately 13 minutes in length and talks about the military, physical and academic domains of West Point.

Next, COL McDonald briefed the Board on the digital viewbook. The viewbook, which will be employed this year, allows candidates to go online and, not only read about West Point, but actually visit different locations and view the Academy as they would at other colleges

and universities. Lastly, COL McDonald informed the Board that the Academy is working with Cadet Command, sharing information with ROTC. There are roughly 10,000 applicants and West Point has provided Cadet Command with 4,481 names of candidates who have indicated they are interested in ROTC scholarships. Sharing names and files, will help Accessions Command with future officers who are interested in military service.

LTG Hagenbeck added that ROTC is going through a very difficult time because in the past number of years their funding has been cut inside the Army budget. This is trying to be recouped from an Army perspective. If you consider that, here at West Point, we commission only 25% of the incoming officers in any given year; the “lion’s share” does, and should continue to come from ROTC. Right now, ROTC is in a crisis and is recruiting on campus versus at the high schools. Where the Army is trying to go with this is, if a student decides he/she would like to be considered for admission to West Point, Army would like the process to be “if you do not come to West Point, what are your top four colleges and would you be willing to take a ROTC scholarship.” This is just one piece of the puzzle, and LTG Hagenbeck thinks it would be helpful to ROTC.

At this time, the Board recessed for 10 minutes.

**d. INFRASTRUCTURE UPDATE.** Mr. Matt Talaber, Director of Public Works at West Point, began his briefing by informing the Board that he will be addressing four important building initiatives which the Academy has coming up.

The first initiative is the relocation of USMAPS from Fort Monmouth, New Jersey to West Point. Thanks to the support of Board members, the Academy is able to build the new stand-alone campus at the Washington Gate site. The program amount is \$197 million. Mr. Talaber said that he is glad to report that the Academy has its Architect/Engineer on board and is actively working on a request for proposals on the 35% design. These will be put together during the spring of 2008 and look for an award on the project by late next year. This is a design build so, again, the Academy goes out with a request for proposals on only 35% design and then a contractor links up with an Architectural/Engineering firm and completes the project. All of the Academy’s environmental work related to this project is underway and will be completed by the summer of 2008. At this point, all is tracking well for a construction window of 2009-2011. LTG Hagenbeck reemphasized that this is very important; the project is on track, but there are still agencies which come at the Academy from different directions and derail us. One of the ongoing discussions that Mr. Prosch and the Superintendent are having is to ensure that the concept which has been approved continues to move along the way it has been, and that no parts are split out to be redone. For instance, USAG West Point Director of Logistics (DOL) will simultaneously have to move or proceed to move to another location. LTG Hagenbeck thinks the Academy is on the right track and has received the blessing from Department of the Army (DA).

The next Military Construction (MILCON) project is the Science Center. This follows the construction of the new Library and Learning Center. This project will renovate Bartlett Hall, which houses Chemistry and Physics classrooms and labs, and expand into the current library. Overall, the project program amount at this time is \$182 million. The Academy has

received approval for Phase I in the amount of \$67 million for FY2009, and is moving out with that design now. The Architectural/Engineering team is on board, and during the current week (week ending December 7, 2007) the Academy is completing its value engineering and trying its best to stay within the \$67 million cap. Design completion is scheduled for December 2008, then looking for a construction award during the spring of 2009.

Mr. Prosch commented that LTG Dave Melcher, Military Deputy to the Assistant Secretary of the Army for Financial Management and Comptroller who visited the Academy in September 2007, took a really hard look at this project and said that the numbers are good, and he feels that there is the right amount of money in the Program Objective Memorandum (POM) over the years to make this happen. LTG Hagenbeck added that the Vice Chief of Staff of the Army (VCSA) has oversight of the POM process inside DA, and is very supportive. However, the Academy will have to continue to keep an eye on the funding for this project, as leadership changes, and not let it “slip to the right” because there will be accreditation implications if this project is not completed.

Mr. Strong asked if it were possible that Phase I will be funded and completed and the Academy then not receive the funding for Phase II. LTG Hagenbeck stated that there is always that possibility or that funding will be scaled back or be stretched out over time. Congressman Hinchey stated that this is a very significant question and that it is one of the issues with which Congressional board members specifically need to be dealing. He added that, since he has been a member of the Board, one thing that has become increasingly obvious to him is how basic infrastructure of the institution is becoming increasingly less and less than where it ought to be. This is a very critical issue. The Academy is not getting enough funding out of every annual budget to maintain the quality of the circumstances here. This is something that the Appropriations Committee needs to deal with and, frankly, it is an issue which is not unique to West Point. The basic infrastructure of the entire country is falling apart, and we have not had an Administration or a Congress which is adequately focused on this issue. One of the things Congressman Hinchey thinks needs to be done now, and over the course of the next few years, is to make sure that not only is there back up to Phase I, but that we also deal with what is needed additionally. He added that what is needed additionally, at a minimum, is an upgrading of the existing facilities at the Academy. The quality of life at West Point, for cadets and others, is not nearly what it ought to be because of the decline in the effectiveness, efficiency, and quality of the basic infrastructure. LTG Hagenbeck stated that the USMA leadership concurs with him whole-heartedly and appreciates that kind of support and, frankly, from an Army standpoint, we have been very successful because people like COL Bruno and Mr. Talaber have gone back toward the end of the year, and obtained additional funding for the Academy to keep things at status quo. LTG Hagenbeck added that the Board will also be briefed on whether the Academy can maintain MILCON funding in the out years and how it can get into self-sustainment. However, USMA is far from being there at this point in time. Congressman Hinchey asked if he could have specific information on what exactly is needed to upgrade all of the existing facilities at West Point, and to bring the quality of life and circumstances up to where they ought to be over the course of the next several years. He added that he thinks this is something which needs to be done as part of the appropriations process in Congress, and it

has not been an issue which has been addressed and it should be. LTG Hagenbeck said that he would be happy to provide the information and will come back through the Board, which is the best way to provide the information requested. COL Bruno recommended Congressman Hinchey's request be covered as a topic of discussion at the next Board meeting (which has not be scheduled as of December 7, 2007) and added that his office has a plan which is being put together as to how much it will cost each year, and how many years it will take to get West Point up to the sustainment level in restoration and maintenance at which it needs to be.

Mr. Strong stated that, in terms of the barracks modernization program, his attitude is "how do we accelerate that?" He added that anecdotally, when he walks around the Academy and chats with people, it is the first thing they mention. He referred to the slide before the Board and discussed the current timetable for the Cadet Barracks Modernization Program. He said that the first thing he looks at is how he can accelerate the modernization process, and asked what would allow the Academy to get the funding in a more timely manner. Mr. Strong added that, when one sees the actual water infiltration issues at Scott Barracks, for example, if he were a parent coming in with a potential cadet and saw these types of issues, which are bad enough on their own, that might cause him to discourage his son/daughter from attending USMA. He stated that he recognizes that there is plan for this and that it has to be done properly with some lead time involved, but FY2013 for Scott Barracks renovations/modernization seems like a lifetime. LTG Hagenbeck stated that the Academy leadership concurs whole-heartedly with Mr. Strong, and that dollars are scarce as we get to the end of the year. He added that there is also a perception, which has been heard recently, that a cadet sees an excellent facility like the Foley Center and, not understanding the flow of the streams of funding, asks "how can you have this wonderful athletic facility and we have bad pipes in the barracks?" Funding for cadet barracks and athletic facilities comes out of different pots of money and cannot be switched back and forth, but we owe it to the cadets to give them a better quality of life. Congressman Hall stated that Congress has Legislative Directed Investments (LDI) and, although they have been given a bad name, they can be good. He added that, as the representative of the 19<sup>th</sup> District of New York, he would be more than happy to work with Congressman Hinchey on this issue. COL Bruno informed the Board that the timeline is a logical progression because, as you build one brand new building, that allows you to take everyone out of an old building and move them into the new one in order to renovate the other completely. That is why the succession goes out so many years, because you have to "leap frog" this and move an entire group of cadets into another building while stripping the one from which they just moved. Mr. Talaber added that all of the renovations to the current barracks buildings hinge on the construction of the new barracks scheduled to be built in FY2011. COL Colpo added that the pressures of all of the MILCON projects in support of BRAC are a priority throughout the Army because, by law, all moves must be completed by a specific date. He stated that he actually felt fairly successful holding onto the projected funding for the cadet barracks construction and renovations because of the pressures of the BRAC dollars. Congressman Hinchey stated that there is another aspect to this. As the construction goes forward, and he knows this is an issue which has been discussed internally to some extent: it is in everyone's interest that this be done as well as possible, not as cheaply as possible. If a contractor is going to hire people and produce workers who have gone through a process of education and have acquired a realization of

what they have to do, and they have the expertise to carry out their obligations and responsibilities in the course of that work, he thinks that those contractors should be looked at more positively than those who are willing to claim they are going to do the job for a much lesser amount, and bring people in who really are not as competent and capable as they ought to be. Congressman Hall stated that he did not know if this could be used as part of the decision process but, obviously, if the Academy could use a local or regional contractor, that is good for us. LTG Hagenbeck stated that the Academy is currently going through a formal staffing at this time to see what we can and cannot do legally, and added that the Academy does have those types of qualified contractors working on Jefferson Library Learning Center, and you can see the high quality of work being done. LTG Hagenbeck asked LTC Sarat to comment on the current staffing.

LTC Sarat informed the Board that he received a letter from the Bricklayers Union on November 29, 2007 addressed to Congressional members of the Board. The letter is being reviewed internally through the Directorate of Contracting (DOC) and the Staff Judge Advocate (SJA). Once the internal review is complete, the paperwork will be sent up through Army channels. When the letter was received it was distributed to all of the Board members. Once a formal response is compiled, it will be sent to the Bricklayers Union as well as to all Board members so that they are informed about the actions in response to the letter. At this time, LTC Sarat cannot provide further details because the review has not yet been completed.

Next, Mr. Talaber updated the Board on the conditions of USMA camps (Camp Natural Bridge and Camp Buckner). He informed the Board that the USMA camps are in an awful state; they are deteriorating structurally in terms of both services and utilities, no longer meeting the Academy's needs, in fact for some time. Mr. Talaber stated that the Academy has added into FY2011 and FY2012 a MILCON project to help with both camps. Eventually, what that will do is bring the camps' permanent facilities up to a level where they can handle the cadet training capacity. Right now, trailers have to be brought in to deal with the cadet training capacity problem at hand. It will also modernize the camps and the Academy will have facilities which will be good for the next 40 to 50 years. LTG Hagenbeck commented that this is very important to the Academy. He informed the Board that the cadets are housed out at Camp Buckner during training and Camp Natural Bridge is where the active duty task force is housed when it comes to train the cadets each summer. The Soldiers, since 9/11, have been coming here and saying they had better living conditions in Iraq and Afghanistan. These facilities, constructed from 1940 to 1970, are decrepit. For a long time the Academy has said "these are Spartan conditions and get used to it". It now has reached the point where facilities need to be replaced. LTG Hagenbeck said that this was "brought up to the right folks" and the Academy has the support behind closed doors right now. COL Bruno added that his office has been working with the Regional Installation Command and Army Installation Command on an entire package to make this work over three to four years. This summer, the Academy will have to continue with the current conditions and bring in trailers, but in the out years a program will be phased in to create new sets of conditions for both camps. The Army supports the Academy at this point. The Academy was allowed to insert this into the Program. At least for right now, it is working through channels without a "bill payer" (taking other projects off the list).



Mr. Strong said that he applauds this effort. When he walks around and chats informally with officers on post and says “off the record, what are the two highest priorities you would have for the next incremental dollar to come here?”, the response has been for the barracks and the camps. To the extent that we can accelerate this, he would be all for it. LTG Hagenbeck thanked Mr. Strong for his support, and said that this argument has gone forward over the years but has never gotten any traction until now. The argument has always been that the camps were used primarily for a three-month period in the summer and mothballed for nine months, so why would you want to invest that funding? It has now reached the state where the Academy has to do this, and there is the potential for expansion as well, as the Academy looks to reach out and bring larger numbers of ROTC cadets here to train with USMA cadets. Mr. Prosch stated that this makes a lot of sense and that utility infrastructure needs to get out to the camps as well. With DOL moving out that way, it would make sense to try to get the water, waste water, gas and electrical systems pushed out to the camps. Mr. Prosch added that the other thing he has been thinking about is that this would be a wonderful place from which the New York Reserves could mobilize and demobilize during the months of September through May of each year. If this were done, Mr. Prosch stated that he may be able to get the Academy Reserve and Guard funding to support the improvement of the camps.

This concluded Mr. Talaber’s briefing.

**e. PRIVATIZED LODGING AT WEST POINT.** Mr. Tony Brown, Director of Morale, Welfare and Recreation (MWR) at West Point began his briefing by giving the Board an overview of what MWR does. He stated that one of the responsibilities his directorate has is watching over the Thayer Hotel. The Thayer Hotel is under contract through the Family MWR Command (FMWRC) in Alexandria, VA, under a 50 year lease agreement. In 1998, Hudson River Partners (HRP) took over operations of the hotel. At that time, they secured a \$21.75 million loan; this note is due March 31, 2008. With the refinancing of the loan, it will remove FMWRC from being a guarantor of the current loan, and will have HRP standing on its own credit and with the Army no longer guaranteeing any portion of the loan.

HRP has submitted its initial loan proposal through FMWRC for refinancing. FMWRC will continue to have approval and oversight of financial actions throughout the 50 year lease agreement in order to protect the interests of West Point and the Army. Mr. Brown stated that he does not see, at the current time, any problem with HRP obtaining a new note to continue operation. Mr. Brown informed the Board that the Academy wants to see the Thayer Hotel be very successful because it serves the Academy’s interests very well. He added that West Point is working with FMWRC on the development of a conference center on the grounds of the West Point Golf Course in order to bring the Academy additional conferencing capability, plus meet the needs of the golfers. Currently, the project is being reviewed by a project validation team. The team visited West Point and looked to see what the correct size would be for a conference center/golf clubhouse. Mr. Brown said that he expects the report by mid-December 2007 but, in any event, whatever the size or cost is (it is

looking as if will be an \$11 million renovation), it will help the occupancy rate at the Thayer Hotel as well be a true partnership between the two.

Mr. Prosch stated that, even though the Thayer Hotel is private, he considers it mission essential. So many things happen at the Thayer Hotel: service members and DoD employees on Temporary Duty (TDY) stay there, cadet families stay there; it is a great facility. Getting the loan refinanced gets the “monkey off our back” because there was always the possible threat of the Army MWR Command having to pick up any slack from lack of payments. If the loan is approved for HRP, it will be a great news story. Secondly, Mr. Prosch applauded the Superintendent’s initiative to try to link that with a conference center at the West Point Golf Course. He added that the location would be a wonderful place to have a conference center and would increase the occupancy rate at the hotel; it is a win-win situation.

LTG Hagenbeck stated that the Thayer Hotel signed the note and improvements were going to be made in two phases. The first phase was renovating the rooms, and the second was to build a conference center. Unfortunately, the Thayer Hotel has never had the occupancy rate necessary to make any kind of money. Subsequently, they made the decision not to go into Phase II, which would have provided some synergy. The Superintendent emphasized that the note is coming due and West Point cannot permit HRP to default on the note. The notion right now, which has received conceptual approval all the way up to the SECARMY, pending the business case to be presented to the MWR Board of Directors early next year (2008), would be that the Thayer Hotel would build a conference center at the West Point Golf Course, which could accommodate up to 250 people, and be used year round. LTG Hagenbeck believes West Point can make the case that the conference center could be used routinely throughout the year. This would increase business for the Thayer Hotel and other local businesses. He added that West Point will ask MWR to underwrite the loan and West Point would pay them back with the profits made over a certain period of time.

Mr. Strong asked if the Thayer Hotel is making money. Mr. Brown stated that they are “in the black” during this time of the calendar year. The average occupancy rate for the Thayer Hotel is approximately 61%; while in order to make money, the occupancy rate would need to be around 70% on average. The Thayer Hotel has been able to make money on catering and the dining room, but not on lodging. Mr. Brown added that the Thayer Hotel has been able to make its debt service payments over the years. BG Finnegan stated that part of the issue is that there are times when it is impossible to get a room at the Thayer Hotel (graduation week, home football weekends), but there are many dead periods where you could walk in and get a room. If West Point had a conference center, this would help the occupancy rate at the Thayer Hotel at times when occupancy is low. LTG Hagenbeck informed the Board that there has been some interest from donors who would like to contribute funds to enhance some of the interior design of the conference center.

The Honorable Lessey asked who the Academy’s tough loan negotiator is at times when there should be some golden opportunities. Mr. Brown stated that loan negotiations are handled through FMWRC, which works very closely with HRP in working out the final details of the loan.

LTG Hagenbeck mentioned one other thing which is under discussion at this point and was brought up by Army senior leadership this past year. It pertains to the east stands at Michie Stadium, which are antiquated. The east stands were built around 1910 and the question became “can you do anything to renovate and how can the Academy go about it?” LTG Hagenbeck added that at some point during his tenure, the east stands would be renovated at a very low cost to Army. The renovations would include the addition of sky boxes. In addition, over time, one or both of the end zones would be closed off. The stadium will not exceed the 40,000 capacity which it currently has. Any sky boxes which are added will be maintained at the same height the stands are now so it would not take away the views of Lusk Reservoir and the Hudson River. Some seating capacity would be lost, potentially during the first phase on the east stands, but would be brought back if one or two end zones are closed off.

Mr. Anderson said another thing this would allow us to do is not only use the sky boxes for the games, but convert them into office space during the off-season. He said the building where most of the coaches are currently housed could then be turned into a War Center that the Commandant could take over because of the shortage of classroom space. The current War Center is located in the Cullum Hall Ballroom and has an Engagement Skills Trainer (EST) and approximately 60 workstations which are used to conduct warfighting simulations. This would allow ODIA to have all the coaches on one level at the stadium. As it stands now, ODIA uses three different locations. It would also allow ODIA to move one more team and build a locker room. He added that there is already interest from donors, so it would not all be government funding to support this initiative.

Mr. Strong stated that he thinks this is a superb idea. He added that the profitability from the sky boxes can be meaningful and, with the strength of loyalty of some of the graduates and the interest of corporations to have high visibility at West Point, he believes it would be a tremendous way to gain resources. Mr. Anderson added that we have wonderful coverage from ESPN and they do more than just televise the football games; they are telling the story of West Point. If the Corps of Cadets are placed in the east stands (where all the televised shots are) once they are renovated, it could be a win-win for everyone. LTG Hagenbeck reiterated Mr. Anderson’s earlier comment that a lot of the costs could be covered by donor dollars. The basic building block would most likely come out of year-end funding, and the sky boxes would be covered with donor dollars. The Honorable Lessey asked if it would be easier to move the ESPN cameras. Mr. Anderson stated that it would not because the Press Box site is not in the sun and ESPN will always televise away from the sun, so that is why the cameramen are positioned where they are now and it will not change. Mr. Strong asked LTG Hagenbeck if the Academy was intending on leasing the sky boxes for home games. LTG Hagenbeck stated “yes”.

**f. SPECIAL TOPICS.** LTG Hagenbeck mentioned that the Civilian Public Affairs Council (CPAC) has been working on name recognition of the Academy. He stated that individuals across America know the Academy primarily by the name West Point. Many people do not know what USMA is, and Army they associate with the big Army. The USMA Board of Directors (BOD) has made a determination recently that, effective next calendar year (2008), 90% of Academy logos will say West Point. This was recommended

to the Academy and CPAC has done the analytics to show this is what can make a difference in candidate recruitment. He added that he would continue to update the Board as this initiative moves forward. The BOD is comprised of the Superintendent, Commandant of Cadets, Dean of the Academic Board and the Athletic Director. The Executive Secretary is the USMA Chief of Staff. The BOD's purpose is to vet critical decisions at the Senior Leader level based on their extensive experience.

**(1) MIDDLE STATES COMMISSION ON HIGHER EDUCATION (MSCHE).**

BG Finnegan informed the Board that the Academy has the Middle States accreditation coming up, which is the main accreditation as an institution, but that USMA is also in the midst of our accreditation with the Accreditation Board for Engineering and Technology (ABET) and undergoing National College Athletic Association (NCAA) certification.

BG Finnegan stated that accreditation is a fairly new phenomenon for the Academy in its over 200 year history. For the last 50 years the Academy has been accredited by the Middle States Commission for Higher Education (MSCHE). This is essentially the Academy's report card for higher education and, if an institution is not accredited, it will not attract the best and brightest students. This ties into what COL Kruger briefed earlier; as this accreditation is done, the Academy looks at CLDS as well. MSCHE accredits the Academy as an institution. It certainly looks at the Academic Program, which is a central part of the accreditation. For the Academy, MSCHE also looks at the Military Program, the Physical Program and other programs, and how they are all tied together. This is why the CLDS development piece is essential. Prior accreditation visits indicated that "the assessment program for the academic side of the house is fine, but you really are not doing it overall as an institution in some of the other programs."

Next, BG Finnegan provided the Board with an update of where the Academy is with the MSCHE accreditation process. He informed the Board that there was a pre-visit in May 2007, a visit with the Vice Chief of Staff of the Army (VCSA) who is part of the Governing Body of USMA in June 2007, and approval by MSCHE of the USMA self-study design in June 2007. The self-study includes a lot of peer review and internal review, which gets presented to the MSCHE. The Academy is working on the self-study groups at this time. The groups are formed across the Academy and include chairpersons from ODIA, Admissions, USCC, and the Office of the Dean. All of the committees are made up of diverse groups as they look at this institution-wide. Next Academic Year (AY2008) is the Academy's record year for the collection and analysis of data to comply with specific MSCHE standards. At the end of the record year, the completed self-study report is submitted to MSCHE and the accreditation team will visit the Academy in the fall of 2009. The visit is fairly brief, only three to four days at the most. The accreditation team will do most of its work before the visit and come to conduct interviews and examine other things at the Academy, eventually issuing a report. Their review includes infrastructure elements. The Dean said that it will be a good news story for the Academy that we will be able to show the accreditation team the new Jefferson Hall Library Learning Center (JHLLC). He added that the project is on track and on schedule, and construction should be complete in March 2008. From March through August of 2008, the movement of books and paraphernalia will

take place. JHLLC will be open for business for the incoming class in August 2008. There will be a formal dedication ceremony either September 23 or September 24, 2008.

**(2) ACCREDITATION BOARD FOR ENGINEERING AND TECHNOLOGY (ABET).** BG Finnegan informed the Board that the Academy is in the middle of its record year for ABET. Many of our engineering programs go through this accreditation, which is essential to the engineering programs. For example, if you are an undergraduate and do not attend an ABET accredited undergraduate engineering program, you will not get into graduate school for an engineering discipline. It is also a measure for how the engineering programs are doing. When the accreditation team comes to look at the engineering program, one of the things that they see is the strength of our engineering program and the diversity of education our cadets receive. The ABET visit will occur in October 2008. Again, because of this accreditation, among other things, it is essential that some progress be made toward building the Science Center. During the last two ABET accreditations, which occurred six years apart, the accreditation team has said that the Academy's facilities are antiquated and better facilities need to be built. The Academy suggested to ABET that it would try; however, if this review results in another unfulfilled promise during this process, the Academy is in real danger of not receiving accreditation from ABET. Mr. Strong asked if there is any measurable chance that the Academy will not receive accreditation from MSCHE or from ABET. BG Finnegan said that there is not that chance. He added that, for MSCHE, the Academy will be fully accredited, which is for 10 years, but there may be some deficiencies or shortcomings the Academy may be asked to address. The chances of the Academy being fully accredited by MSCHE are 99.99%. ABET is a little bit different because one does not get an overall "yes or no", ABET is by program. The Dean added that the Academy has approximately eight or nine different programs which will be assessed. A lot of them relate to the Science Center, and there could be a deficiency. It is a remote possibility that ABET could come back and say, rather than a full accreditation which is for six years, they will give the Academy a partial accreditation. Then ABET would come back in three years to see what progress has been made. Mr. Strong asked what percentage of USMA graduates who are engineering undergraduates go on to take graduate study in engineering. BG Finnegan stated that his guess would be 75% or greater. He added that, when cadets come in as plebes, they are asked "why did you choose this school and do you know what you want to major in?" Consistently over the years approximately 30-35% come to USMA to become engineers. COL Kruger added that an important part of that is that the number of professional engineers which the Army needs largely comes from West Point. ROTC four year scholarships are fine, but many engineering programs across the country require individuals to go to school for five years. Therefore, the tendency among ROTC scholarship winners is to take humanities-related subjects and not engineering.

**(3) NATIONAL COLLEGE ATHLETIC ASSOCIATION (NCAA) DIVISION 1 ATHLETIC CERTIFICATION.** The Academy is also undergoing NCAA accreditation at the same time it is going through MSCHE and ABET accreditation. NCAA accreditation takes place every 10 years. Mr. Anderson informed the Board that the process began in September 2007 and that the Academy has had discussions with NCAA representatives. The Academy is currently conducting data collection and will submit a report. Once the report is submitted, NCAA will send a three or four person committee to the Academy. The

committee will inspect the report and look at what was done 10 years ago, and whether or not the Academy has improved some of the issues. They will look at student welfare, gender equity and diversity plans. Mr. Anderson added that he could say that the Academy has updated and shown progress in all three areas, and that he is not concerned about NCAA coming back and having concerns about where the Academy is, as compared to 10 years ago.

BG Finnegan added that, again, that preparation effort, like the other efforts, comes from a group across the installation, although centered within ODIA. For instance, the Chair of the Certification Committee is the Head of the Department of History. Mr. Anderson stated that he believes this study has helped West Point as an institution because it has brought people in from the academic side and USCC, creating a better understanding of what ODIA does and how it is done.

The Honorable Lessey asked if the Athletic Program has ever been “slapped on the wrist”. Mr. Anderson said that it has not, but has had some minor violations which were voluntarily reported to the NCAA, but nothing of a major nature.

**(4) GOVERNING BODY.** BG Finnegan began by giving a background on the Governing Body. He informed the Board that there really was not a requirement for this with MSCHE over the years until 2005. In the 2005 Periodic Review Report, the Academy had to designate a governing body. Because it was a new requirement the Academy had not been able to think it through and, as a matter of convenience more than anything else, the BoV was designated as USMA’s governing body. When Academy leadership went back and looked in more detail at what the requirements are, they realized that the BoV is an advisory board and does not meet the criteria required by MSCHE. Title 10 is very clear on the duties of the BoV and MSCHE rules are clear that the Board does not meet what they are looking for in a governing body.

The Academy has asked, and it has been agreed that the Executive Steering Group (ESG), made up of the Chief of Staff of the Army (CSA), Vice Chief of Staff of the Army (VCSA), Secretary of the Army (SECARMY), Commandant of the Army War College, Army G-3, and the Director of the Army Staff, would serve as USMA’s Governing Body. An MSCHE representative visited with General Cody (CSA) in his role as a member of the Governing Body as part of the MSCHE initial review. When MSCHE comes to the Academy for the review, at least one member of the ESG will need to be present.

Next, BG Finnegan briefly went over the responsibilities of the ESG as USMA’s Governing Body. The responsibilities include oversight of institutional goals, developmental framework, program quality, and facility infrastructure. He stated that the requirements for the Governing Body fit better with leadership within DA, than with the BoV. The real specifics are that a Governing Body is a group which decides what money the Academy will receive, how it is resourced, and who makes the decisions on it. The other criteria are that a Governing Body is the group which decides on whether to hire or fire the president of a university.

The Honorable Lessey asked the Dean to clarify that MSCHE is in full agreement that the ESG is the correct governing body. BG Finnegan said that “absolutely; in fact, Ms. Suskie (the Academy’s MSCHE representative) visited with the Superintendent and then went to the Pentagon and met with General Cody because it is a requirement for the pre-visit, thus recognizing that the ESG is the appropriate Governing Body.” The Honorable Lessey said that he thought that was the interesting part, particularly now that we find that the Naval Academy is off-track by using their BoV as their governing body. He asked if the Dean knows who the Air Force Academy uses for their governing body. BG Finnegan stated that he did not, and that it is in a different accreditation region, but he could check and get back to the Board with the answer.

**(5) USMA CONTINUATION RATES.** LTG Hagenbeck stated that this topic is being briefed because members have seen in the press some things which had to do with what the recent trend is with West Point graduates to remain or to leave in larger numbers from the Army after their five year commitment. A lot of the numbers reported have been inaccurate.

Major (MAJ) Lyle from the Office of Economic and Manpower Analysis (OEMA) asked the Board to focus on the slide before them and stated that it shows a trend of five year continuation rates for each year group dating back to 1991. The trend is relatively stable. Although there are some “blips” (increases and decreases), as time proceeds the rates tend to level out. Looking at the rates during the 10-year period, all year groups (1991-2002) hit precisely the same percentage. Rates fluctuate during the 5, 6, 7 and 8 year points but, for the most part, USMA’s numbers are holding. When graduates are asked why they are leaving the Army, what they tell you now is because of the pressure of the Global War on Terrorism (GWOT). However, again, that is because it is probably a good excuse at this point in time, because graduates all left at similar rates in the past, and different reasons were given. So this is what you see in the press. He added that the Academy does not really know why the graduates are leaving; however, the Army has stepped ahead of this, especially at the pre-commissioning level. West Point and ROTC are leaning forward and offering career incentive programs. A few years back, a program was started by Army G-1 whereby West Point graduates and ROTC cadets could agree to get their branch, post or an option for graduate school in exchange for giving three more years of active duty service. West Point graduates can obtain their branch of choice, if they could not get it otherwise, by agreeing to serve a total of eight years on active duty.

LTG Hagenbeck reminded the Board that, when a graduate is commissioned from West Point, he/she takes an eight year military service obligation (five years on active duty, three years in the Individual Ready Reserves [IRR]), so there is always the potential to leave after five years and be recalled back from IRR for up to 24 months of active duty. LTG Hagenbeck asked MAJ Lyle to discuss the numbers for the programs. MAJ Lyle stated that approximately 40% of cadets participated in this last year. For example, out of a class of 1,000, approximately 150 cadets participated in the Branch for Service Program and 250 in the Graduate School for Service Program. A graduate getting his/her post of choice largely depends on Human Resources Command (HRC) and its ability to accommodate requests, so that has ranged anywhere from as low as 10 in some years, to as many as 40 or 50. He added

that West Point reached out last year to help ROTC with this program by sending some of its instructors, as well as the Superintendent and the Dean, to conduct briefings. Army-wide a significant jump in eight year continuation rates is expected. At this point, the Academy is expecting at least 66%, compared historically to approximately 47% Army-wide.

LTG Hagenbeck stated that this is a significant positive result and mentioned that the discussion which occurred as this program was developed was: can the Army afford this? Initially, it was discussed from a graduate school perspective; as Captains were leaving, the Army did not have enough being promoted to the rank of Major and there was a gap which needed to be filled out of “our formations”. So, the question was “how do we keep Captains longer so they can become Majors and stay with the Army?” The active duty force was asked what would cause them to stay in longer, and the top answers every time were continuing education and graduate school. Therefore, the decision was made to make the offer for continuing education at a top-tier university to meet an Army requirement. He added that most of the graduates do not go back to graduate school until around the eight-year mark. Once they hit the 10-year mark, over 90% of graduates will stay on active duty for a 20 year career. This is a huge savings, not just from keeping graduates in longer, but it also represents another individual who does not need to be recruited for West Point or ROTC and trained, only to lose him/her and have to go out and recruit someone else.

MAJ Lyle informed the Board that there is also a Critical Skills Retention Bonus which has been extended to year groups 1998 through 2005. This program was created to reach the year groups which did not have the opportunity to take advantage of the Branch, Post or Graduate School for Service programs. This is just another incentive out there for them, but is projected to stop with those year groups (1998-2005). LTG Hagenbeck added that the institutional bias which USMA needs to get past for those who are commissioned and going back to graduate school is that pre-9/11 the Army downsized after Desert Shield and Desert Storm and cut slots to go back to fully-funded graduate school. The slots were cut to approximately 400. As this program has developed it was figured out that the offers need to be made prior to commissioning because there is an entire generation of officers in the Army which have not been to graduate school. LTG Hagenbeck added that this program, though intangible, is a good news story that “we are getting them at the front end”. MAJ Lyle added that in a steady state, the Army will have 2,000 officers in school at any given time, and is likely to change the percentage of field grade officers who have a graduate degree to upwards of 60-70%, and that should improve the entire culture of the officer corps.

BG Finnegan stated that there is a debate going on at some levels in the Army about this. For example, General Petraeus has said that the single best thing that prepared him more to be the commander for all forces in Iraq, was getting his PhD. He added that officership is an intellectual exercise; it is a leadership exercise, but particularly in today’s wars the Army needs people who can think.

Congressman Hinchey said that the main reason for leaving active duty is high operational tempo, and asked what exactly does that mean. MAJ Lyle stated that what is being cited specifically for high operational tempo is the number of times deployed and the short lull time between deployments. He added that the Academy can expect its graduates, on a five



year Active Duty Service Obligation (ADSO), to spend anywhere between two and three years in a deployed status. LTG Hagenbeck stated that, until the Army starts lowering the effort in Iraq by large numbers, this phenomenon will continue to exist. MAJ Lyle noted back in the mid-1980s, USMA attrition rates started to change, that coincides very closely with the shift from the industrial age to the information age economy. This was seen across multiple sectors in the labor market, not just the military. He added that it seems much more likely the demand for high-skilled and high-potential labor, which is what West Point and the Army produces, really might explain more of the shift in continuation rates. Certainly the numbers are a little lower since 9/11 and there are challenges which people face, but we are still well within what has been seen previously. BG Finnegan added that, with respect to the operational tempo, which is a reason why some people leave, if you take them and send them to two years of graduate school, it will give them a chance to at least have a breather and be with their families during that time, and that relieves some of the pressure.

Congressman Hall stated that he knows it is anecdotal but he recently had a Captain, who just returned from his third tour in Iraq, visit him specifically to say he loves the Army and would like to stay in the institution, but his wife has told him he has dodged a bullet three times and she does not want him to go back again. “Level numbers or not, this is the reason we are getting now and it is costing money to keep people in.” BG Finnegan said that the anecdotal evidence he has seen is the same as what Congressman Hall has seen: that many of the young officers who have been deployed two or three times decide to leave the service, but will say that they love what they have done, love the leadership opportunities, and wish there was a way to stay in the Army. The Dean added that he hopes that the graduate school opportunities and other opportunities will convince them to stay in.

Mr. Strong stated that he thinks, as the missions become more complex, having more education is a move in the right direction and officers will be better equipped to do the jobs they are being asked to do. LTG Hagenbeck said that is actually how the program was sold to DA leadership. Congressman Hinchey stated that it makes perfect sense. Mr. Rainey added that increases in the size of the Army will affect this as well because there will be more people to deploy and more time between deployments. LTG Hagenbeck stated that is correct, but it cannot be accomplished overnight. MAJ Lyle stated that the biggest problem in terms of growing is that there was such a shortage in personnel when the Army started to grow. To explain how the gap will be filled, MAJ Lyle explained that for year group 1997 the Army requires approximately 3,500 officers, but only has approximately 2,500. Prior to that the Army was very short in senior Captains and Majors and were over-accessing Lieutenants to make up for that. What has happened is that there has been a growth in manpower requirements. Since December 2006, requirements have increased to 547,000 active duty Soldiers (officers and enlisted). This created an even greater gap between requirements and inventory for both officers and enlisted Soldiers. Once that gap gets smaller, as retention rates improve from these kinds of incentive programs, then the Army can begin to achieve its objectives of one year deployed with two years at home.

Mr. Prosch expounded on what Mr. Rainey mentioned earlier. He said that the Army is going to grow from 32 to 48 maneuver brigades, which is equal to 74,000 personnel (65,000 active duty and 9,000 reserve). As the Army moves from a division-centric to a brigade-

centric Army, it is going to allow the brigades to launch and make a more nimble Army, but it will take some time. This will occur between now (2007) and 2011. LTG Hagenbeck said that the “real deal” is that, as the footprint changes and the numbers in the Middle East decrease, the tension will be how large of an Army can be sustained and resourced vice put into research, development, test, and evaluation (RDT&E), or infrastructure, and that debate will grow over time. The Superintendent added that an airplane can be built fairly quickly, but a Battalion Commander takes 12 to 14 years to develop.

**(6) RESIDENTIAL COMMUNITIES INITIATIVE (RCI) UPDATE.** Mr. Mike Colacicco, Project and Assets Manager for RCI at West Point, began his update by going over the West Point Housing Vision, which is “to provide superior homes in a quality community in which West Point families choose to live”. He added that his job is to work with the partner (GMH Military Housing) whose project director is a graduate of USMA, Class of 1977 and an engineer.

Mr. Colacicco informed the Board that the Academy is making good progress, and that the draft Community and Management Plan is due to DA prior to December 21, 2007, with a final copy being due mid-January 2008. The plan will then go to Congress for review and, once approved, will be executed. The plan at this time is to transition into private operations in July 2008.

The Initial Development Plan (IDP) as of November 2007 is for 963 government housing units being transferred to GMH Military Housing. Ultimately there will be 824 houses at West Point. Stony Lonesome I (190 houses) will be replaced, as well as six houses located on Bartlett Loop. These houses (Stony Lonesome I and Bartlett Loop) will be demolished and replaced with 158 three and four bedroom Field Grade Officer and Senior Non-Commissioned Officer (NCO) houses. Mr. Colacicco added that West Point has a lot of historic houses, which is one of the critical problems with the project because they are very expensive to maintain and operate. Although the Army has made a considerable investment over the last 20 years in revitalizing some of those homes, they are still not up to a modern standard for housing. Smaller Junior NCO housing will be converted into single family housing and two-bedroom apartments will be converted into four-bedroom apartments.

Minor renovations will take place in some of the newer housing in Stony Lonesome II, New Brick and Grey Ghost housing areas, just to fix them up. This includes installing meters for utilities (electric and gas). RCI community amenities will be built to include two community centers, two splash parks, and a community pool and tot lots. LTG Hagenbeck stated that it has taken a lot of work to get the housing numbers to where they need to be and that it is a good news story in his view and he appreciates all of the support the Academy has received.

In conclusion, Mr. Colacicco briefly went over what the partnership (Army and GMH) is going to deliver, which is to: improve quality of housing operations, maintenance, and property management by providing adequate resources; replace or renovate all inadequate homes during the initial development period; and provide Soldiers and families with property and liability insurance, to name a few. He added that the private partner has 51% of the partnership, and the Army has 49%.

Mr. Strong asked for clarification on start up costs (\$43 million). Mr. Colacicco said that the partner (GMH) had proposed approximately \$3.5 to 4 million in order to make early fixes and reduce the backlog of maintenance and repair. He added that West Point housing is currently in pretty bad shape. For example, there was one year when houses could not be painted because funding was not available. Mr. Strong asked what the additional \$39 million was projected to cover. Mr. Colacicco explained that the funding would go toward legal and processing fees, but that he did not have the entire details. He said he would research it and answer back to the Board.

The Honorable Lessey asked if there was any controversy over what housing is historic. Mr. Colacicco stated that historic housing was defined in the request for proposals; that 391 buildings had been identified, and that all work on historic homes will be coordinated with the State Historic Preservation Office (SHPO) and the Advisory Council on Historic Preservation (ACHP). Some houses could be defined as historic, but they are not old enough at this time and would have to be dealt with in the future. He added that the Academy will execute an agreement with SHPO and ACHP which spells out how renovations and maintenance will be handled. He added that it will be real exciting when it comes time to renovate the Superintendent's quarters because of the historic nature of the house, not just the size, but the fact that it is a museum and national monument.

Mr. Strong asked who would be providing the families with property and liability insurance. Mr. Colacicco stated that the partner provides it as part of the lease. This has been done across the Army and is \$20,000 of property insurance (\$250 deductible) and \$100,000 of liability insurance (with no deductible).

Congressman Hall departed the meeting at this time.

**(7) USMA SPONSORSHIP PROGRAM.** On behalf of BG (P) Caslen, LTC Dave Jones spoke to the Board about the USMA Sponsorship Program. He informed the Board that this is not a new program, but thought it was important to talk to the Board about the process and intent of the program. This is not the only program available to reinforce one of the Academy's CLDS domains of Social Development, but is fairly significant. The focal point is the fourth-class cadet (plebe). In order to be qualified as a Sponsor at USMA, one must be an E-7 or O-3 or higher, a Title 10 Faculty Member or Coach and live on or near West Point. USMA has a Sponsorship Booklet which identifies all of the standards, expectations, rules and regulations as they relate to professional and social conduct. The Program is developmental in nature, and serves to help cadets develop professionally and socially, and to understand standards, expectations of the profession, and the roles and responsibilities of Army families, and their involvement at West Point and in the Army. Long-term coaching, teaching and mentoring relationships often result from this very positive and valuable program.

LTC Jones explained that the program involves three components, the first of which starts during Cadet Basic Training with the New Cadet Visitation Program. This is a one day, three or four hour experience for cadets, allowing them to relax and interact with families.

Families throughout the West Point community get involved and sponsor up to 12 cadets in some cases. Coaches have been known to sponsor their entire teams. The feedback from the experience is that the stress relief is great and that they also start to understand the culture of the Army family and community, which is worth its weight in gold. This continues with a more formal process once the Academic Year begins. LTC Jones highlighted the requirements for being a sponsor. The value of this program can be seen in cadet development, but certainly community members and families benefit as well. Each sponsor receives guidance on the principles, expectations and standards of the program. The program includes all fourth-class cadets and 50-60% of cadets continue their relationship with their sponsors after their plebe year.

**8. REMAINING BOARD BUSINESS.** The Honorable Lessey thanked LTG Hagenbeck and the staff for their updates. To echo Congressman Hinchey's comments about cultural immersion, he thought that the presentations today were timely, relevant, substantive and included interesting new information. He extended his thanks to everyone in the room for all of the support they have given the Board over the year and recognized that it takes a lot of time and effort and is very much appreciated.

**a. INTERACTION WITH USNA AND USAFA BOARDS OF VISITORS.** The Honorable Lessey asked Mr. Strong to comment on this briefly. Mr. Strong informed the Board that this should be discussed at length at a later meeting when more members would be present, but the question was whether or not there is any purpose served by having a subset of each Board of Visitors of the service academies meet to exchange best practices.

The Honorable Lessey said that there had been some feelers out to the Academy and he has discussed the topic with Congressman McHugh and he feels we should wait until there is a larger group of the Board present to discuss it.

**b. SUGGESTED TOPICS FOR THE ORGANIZATIONAL MEETING.** The Honorable Lessey asked if any members had recommendations of topics to be covered at the next board meeting. He added that it was not necessary to bring them forward today, but asked that members please submit them to Congressman McHugh or LTC Sarat as soon as possible. He reminded the Board of earlier comments by LTC Sarat and Mr. Rainey and to submit any information for the Annual Report immediately.

**c. RETIREMENT OF COLONEL MICHAEL JONES, DIRECTOR OF ADMISSIONS.** The Honorable Lessey proposed at the next Board meeting that the Board pass a resolution honoring COL Mike Jones, retiring Director of Admissions, and commending him for his over 30 years of successful service. He added that it is a huge responsibility of the Director of Admissions to find all of the promising young people around the country and admit them to USMA.

**d. ARMY FOOTBALL.** The Honorable Lessey commented that one of the responsibilities presidential members of the Board have is to more or less represent the American public. He stated that he had a discussion with Mr. Anderson regarding football games at Michie Stadium. One could argue that West Point is part of the community of the

metropolitan area of New York. One of the primary things that is the image of West Point in the eyes of the American people are home football games at West Point in October with fall foliage, parades, and tailgates. The Honorable Lessey added that he has been attending football games at Michie Stadium for over seven decades, and added that he would not be sitting in the boardroom today, had his parents not brought him from Chappaqua to see West Point on such Fall Saturdays. The Honorable Lessey stated that he believes West Point may be losing its fan base from the local area, and that he certainly sees us losing it in terms of night games because people do not want to bring their children to a night game, and in addition, some adult fans do not want to find themselves at West Point at 11:30 p.m.

He said that he mentions this, not as a protest, because LTG Hagenbeck and Mr. Anderson have a tremendous responsibility of raising funds to support the program, and are on the firing line and know what is best. He added that he would like to see this topic “on the table”. What provoked him to bring this up was that this past October was the first time in his memory where West Point did not have a daytime game at Michie Stadium.

Mr. Anderson commented that West Point will have six games at West Point next year, and will address The Honorable Lessey’s issue, but cannot make any guarantees. LTG Hagenbeck added that the issue of scheduling for West Point is one of the topics the Football Panel brought up. Part of the problem with the schedule is that, in the past, West Point has played six to eight teams which have gone to bowl games and have an aggregate record of 66 wins to 33 losses. He added that West Point had a tougher schedule than Ohio State. LTG Hagenbeck informed the Board that an anonymous donor provided West Point with a check which will allow us to buy out several games next season. This will be solidified and there will be three major changes which will put the football program on a more competitive footing.

**e. PRESENTATION OF THE NEW TESTAMENT TO LTG HAGENBECK.** Mr. Rainey read a letter which he wrote to go along with the presentation of *De Nyew Testament*, in Gullah (Sea Island Creole) with marginal text of the *King James Version of the New Testament* to LTG Hagenbeck. The letter reads as follows:

*Dear General Hagenbeck:*

*I am pleased to present to West Point for its library a copy of De Nyew Testament, in Gullah (Sea Island Creole) with marginal text of the King James Version of the New Testament.*

*Gullah, also known as Geechee, identifies the language and culture of the coastal inhabitants of South Carolina, Georgia, southern North Carolina, and northern Florida, whose ancestors were brought as slaves from West Africa and sub-Saharan African countries to cultivate rice, cotton, and indigo.*

*Congressman James E. Clyburn, Jr., (D-SC), a long-time friend of mine and the first African-American member of Congress from South Carolina since Reconstruction, now has championed this culture through establishing the Gullah-Geechee Cultural Heritage*

*Corridor Act of 2006, which will inform about the importance of Gullah and Geechee heritage to the world community.*

*When sworn into office in January of 2007, for his eighth consecutive term and as House Majority Whip, he took the oath on this Bible.*

*Anne and I have provided each member of the Congressional Black Caucus with a copy of De Nyew Testament and given one to every public library in our state.*

*The Gullah Bible began as a project of the Sea Island Translation Team and Literacy Project of St. Helena Island, SC, under the auspices of Wycliffe Bible Translators, Inc., during the mid-70's. At that time Gullah was considered as "substandard" or "bad English." Throughout the world, however, respect for Gullah has grown. De Nyew Testament was published by the American Bible Society in 2005.*

*A copy surely belongs at West Point.*

*Sincerely,*

*John S. Rainey*

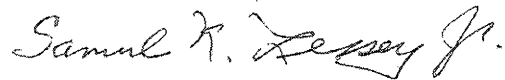
Mr. Rainey added that this is very important. It preserved a language which was disappearing from the face of the Earth; and he thinks that it is particularly important, especially at this time of year, at the time of Chanukah and Christmas, when we celebrate our Judeo-Christian heritage, that this Bible be presented to West Point. LTG Hagenbeck thanked Mr. Rainey for his contribution and ensured him, on behalf of West Point, that a place of honor would be found for the Bible.

The Honorable Lessey then presented to LTG Hagenbeck for West Point's use a compact disc copy of the hour-long television production (shown nationwide by NBC) of The National Stroke Association's *Brain Attack: A Stroke Survival Guide*, which can be used as an instructional guide at Keller Army Community Hospital (KACH).

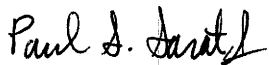
**9. ADJOURNMENT.** The Honorable Lessey extended a Merry Christmas and Happy Holidays to everyone and gave recognition to the fact that this meeting was held on Pearl Harbor Day and passed on his respects to those who served at Pearl Harbor.

The Honorable Lessey entertained a motion to adjourn the meeting, which was made by Mr. Strong, seconded by Mr. Rainey, and unanimously agreed upon. This concluded the 2007 Annual Meeting of the USMA Board of Visitors.

Certified by:



SAMUEL K. LESSEY, JR.  
Presidential Appointee  
Vice Chairman, USMA Board of Visitors



PAUL S. SARAT  
LTC, United States Army  
Designated Federal Officer,  
USMA Board of Visitors



***USMA Board of Visitors***  
***Fall/Annual Meeting***  
***7 December 2007, West Point, NY***

**Action Officer: Ms. Cynthia Kramer ofc: (845) 938-5078; cell: (845) 656-3039**

**7 December 2007**

**UNIFORM: Military – ACU's; Civilian – Business Attire**

1200-1300 Lunch with USMA Staff & Faculty (Thayer Award Room)

1300-1600 USMA Board of Visitors Fall/Annual Meeting in session  
- Administrative Announcements

**USMA Update:**

- Cadet Leadership Development System
- Academic Program
  - Curriculum: Goals and Objectives
  - Cultural Awareness
- Admissions Update
- Infrastructure
- Special Interest Topics
  - Accreditation
  - Retention
  - RCI Implementation at USMA
  - Executive Steering Group as Governing Body
  - Sponsor Program
- Board Business
  - Interaction with USNA and USAFA BoVs
  - Summer Transcript
  - Annual Report
  - Proposed Meeting Dates for 2008



# **BOARD OF VISITORS**

**7 December 2007**

# AGENDA

- **Call to Order / Roll Call**
- **Remarks...Secretary of the Army's Representative**
- **Board Business**
- **USMA Update**
  - Cadet Leadership Development System
  - Academic Program
  - Admissions Update
  - Infrastructure Update
  - Special Interest Topics
    - Accreditation
    - Executive Steering Group as Governing Body
    - Retention
    - RCI Implementation at USMA
    - Sponsorship
- **Remaining Board Business / Adjourn**

# **CALL TO ORDER / ROLL CALL**

**REMARKS**

**SECRETARY OF THE  
ARMY'S REPRESENTATIVE**

# **BOARD BUSINESS**

# USMA UPDATE

# Cadet Leader Development System (CLDS)

# Cadet Leader Development System (CLDS)

- Shortfalls from previous accreditations
  - Lack of operational guidance for Military and Physical Programs
  - Lack of assessment process for Military and Physical Programs
  - Lack of integration across the programs
- Solution: Cadet development and outcome assessment focus on domains vice programs (shift focus from program to institutional level)



# What is the Plan?

- ✓ Analysis of the future environment and skills and attributes of an officer
- ✓ Clear Academy level Goal and objectives down through Domain level
- ❖ A Theory of Leader Development consistent with studies of human behavior and intellectual development
  - Clear roles and responsibilities
  - Superintendent approved developmental plans
  - Complete assessment plan

# Products

- New CLDS Manual
  - Primer for the Staff and Faculty
  - Strategic outreach
- Six Domain Books
  - Institutional domain development guidance to Program Directors
  - Institutional assessment plan for each domain
  - Modeled after Education Future Army Officers for a Changing World

# Academic Program Goals

Graduates anticipate and respond effectively to the uncertainties of a changing technological, social, political, and economic world.

As Army Leaders, they:

demonstrate:

Creativity

Moral awareness

Commitment to continued intellectual development

Effective listening, speaking, reading, and writing skills

understand:

Culture

History

Patterns of Human Behavior

Mathematics and Science

Engineering and Technology

Information Technology

# The Academic Curriculum

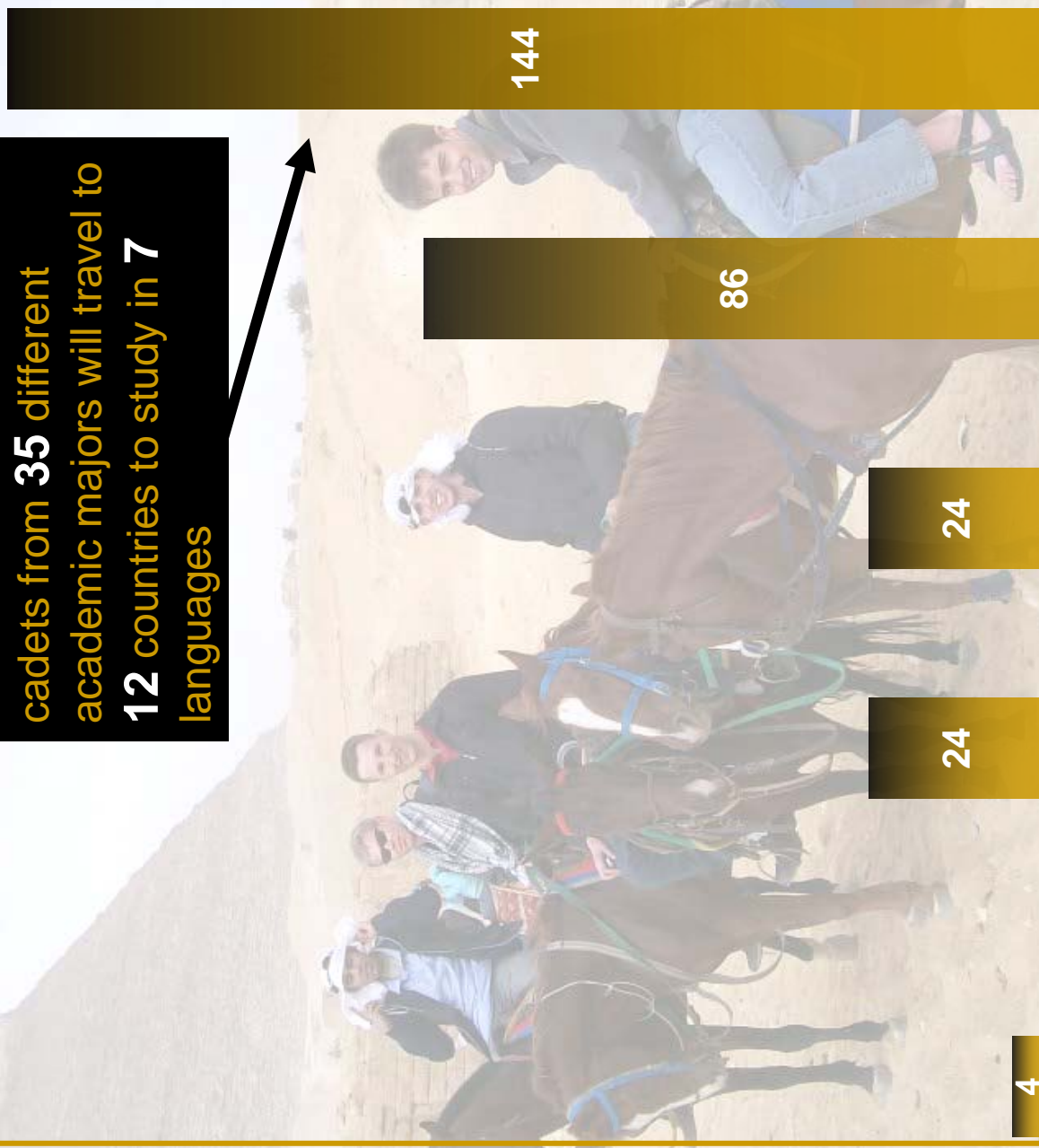
<u>First Year</u>	<u>Second Year</u>	<u>Third Year</u>	<u>Fourth Year</u>
Chemistry x 2 History x 2 Math x 2 Information Technology English x 2 Psychology	Physics x 2 Philosophy Math x 2 Foreign Language x 2 Economics American Politics Geography	Leadership International Relations English Foreign Language x 2 Information Technology Engineering x 1 Electives in major x 3-5	Military History x 2 Law Engineering x 2 Electives in major x 5-8
Physical Education Military Science	Physical Education Military Science	Physical Education Military Science	Physical Education Military Science

## 2008 - 1 Schedule

COURSE	TITLE	PRIM HR	SECD HR	LAB HR	SECT	RM	INSTR	CREDITS
SS307	INTERNATIONAL RELATIONS	A	S		5	MH B3	MAJ DUNN	3.500
PH202	PHYSICS II	C	R		2	BHB07	MAJ PHILLIPS	3.500
MS301	COMBINED ARMS OPERATIONS I	E			11	WH6110	CPT CHAVEZ	0.500
HI357	WARFARE SINCE 1945	G			1	TH436	MAJ WERKHEISER	3.000
LA361	INTERMEDIATE ARABIC I	H			3	WH4311	MR CHOUAIRI	3.000
HI351	ADV HISTORY OF MILITARY ART	I			3	TH436	PROF ROGERS	3.000
SE300	INTRO TO SYSTEMS ENGINEERING	J			3	MH104	LTC WARD	3.000
								<b>19.5</b>

Number of  
cadets  
abroad for  
a semester

This academic year, **144**  
cadets from **35** different  
academic majors will travel to  
**12** countries to study in **7**  
languages

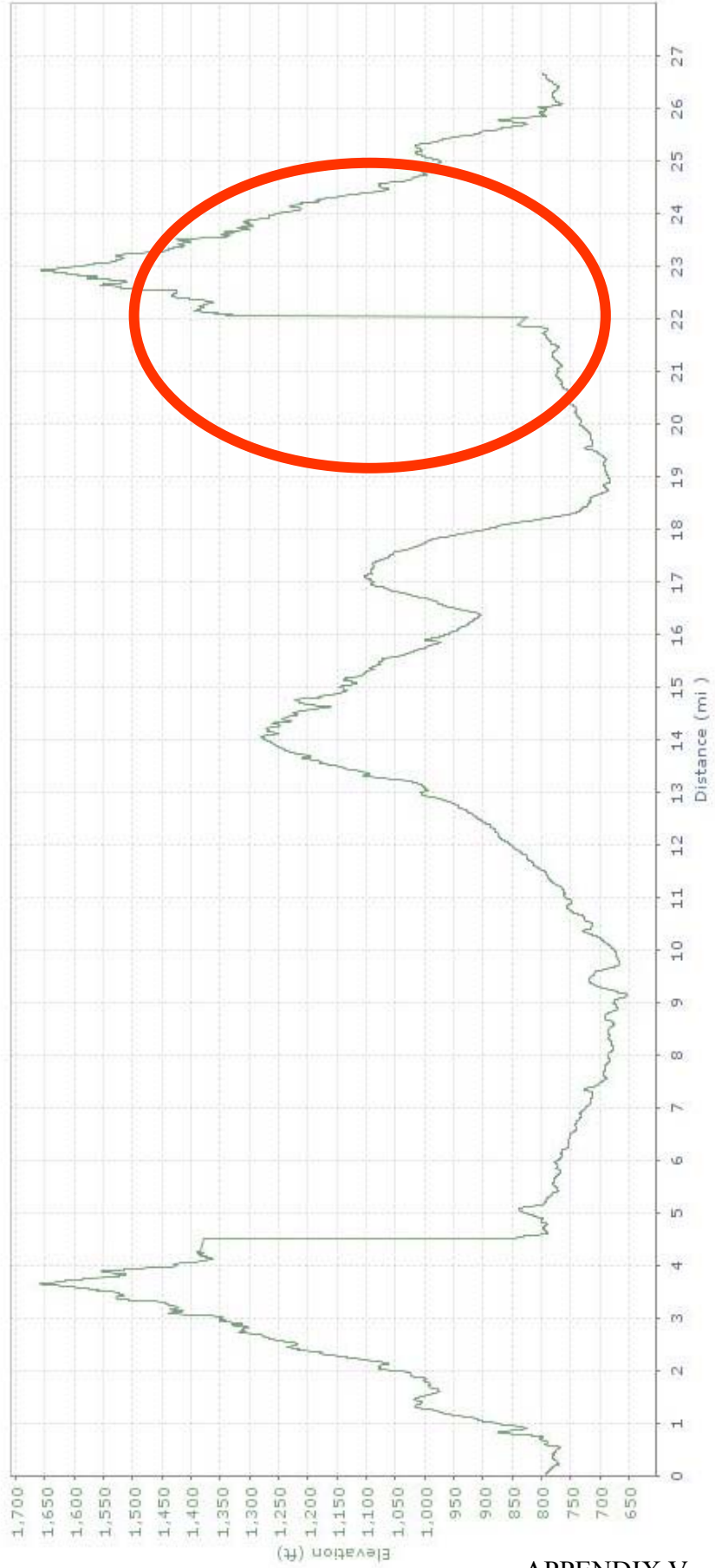


AY1995 AY2005 AY2006 AY2007 AY2008

中国·天津黄崖关长城国际马拉松旅

關正崖黃

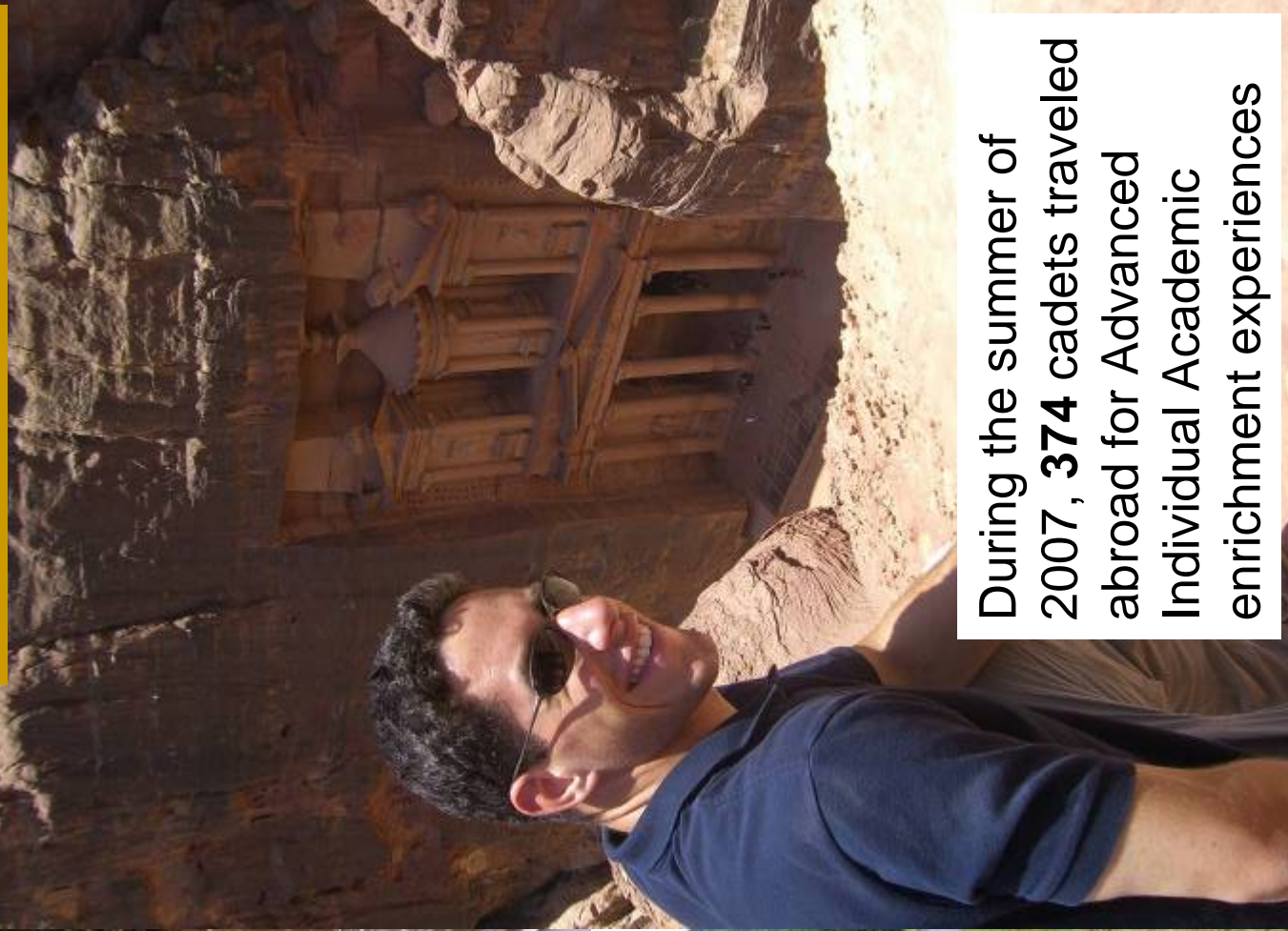
中国 黄崖关长城马拉松  
THE GREAT WALL MARATHON OF CHINA



English AIAD to Brazil (w/ ROTC cadets)



Social Sciences AIAD in Jordan



During the summer of 2007, **374** cadets traveled abroad for Advanced Individual Academic enrichment experiences

Foreign Languages AIAD w/German jaegerinfanterie





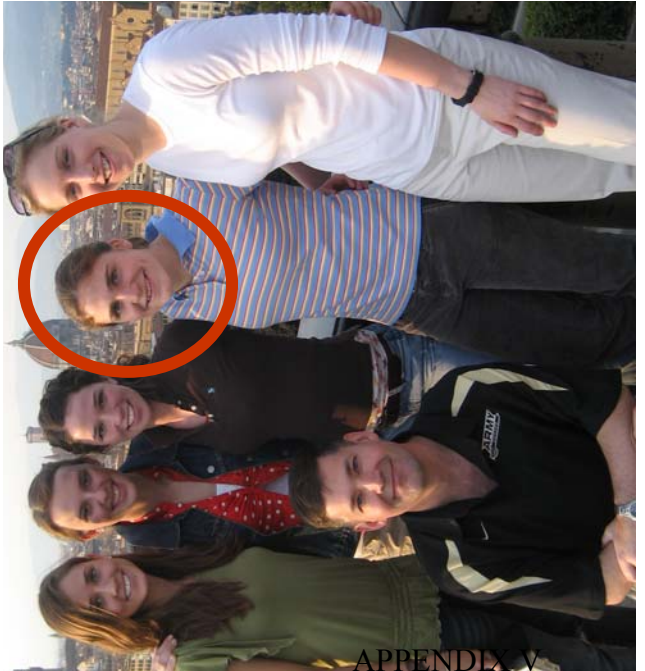
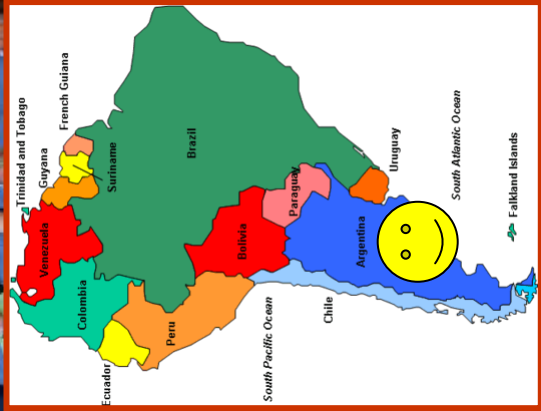


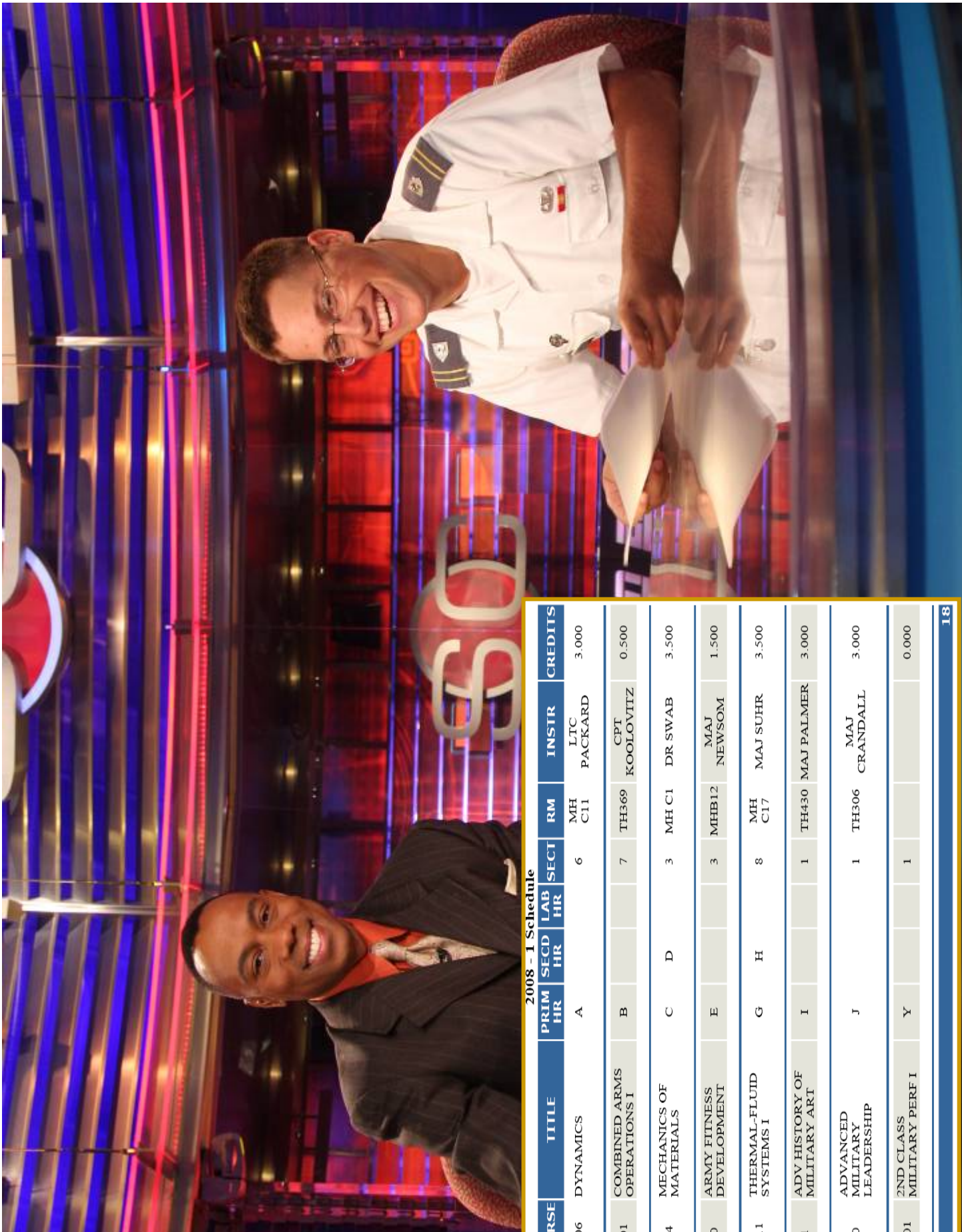
“Funding is requested for the Model Arab League Team to participate in the Cairo International Model Arab League Competition held in Egypt from 16 – 25 November. Last year, the team won all 3 competitions that it competed in, so to include the National Competition held in Washington, D.C., resulting in **the team winning its first National Championship in its short 4 year history.**”

2008 - 1 Schedule

COURSE	TITLE	PR	SEC	LAB	SECT	RM	INSTR	CREDITS
AS385	ADVANCED SPANISH THRU MEDIA	B	6	WH4311	DR STEIGMAN	3.000		
HZ51	ADVANCED PHYSICS I	C	R	1	BH123	MAJ WEHMEYER	3.500	
MA371	LINEAR ALGEBRA	D	2	TH339	LTC PICCIUTO	3.000		
E420	EMERGENCY WATER SAFETY	E	1	CRANDL	MR MCVAN	0.500		
IS201	FUNDAMENTALS OF TACTICS I	G	26	WH6103	SFC VILLAGOMEZ	0.500		
MA206	PROBABILITY & STATISTICS	H	3	TH469	COL MYERS	3.000		
SE251	ADVANCED ECONOMICS	I	T	3	WH6106	LTC EVANS	3.500	
E426	ICE SKATING	J	2	TATE	MR GANNON	0.500		

Where is Liz Betterbed?





2008 - 1 Schedule

COURSE	TITLE	PRIM HR	SECD HR	LAB HR	SECT	RM	INSTR	CREDITS
ME306	DYNAMICS	A			6	MH C11	LTC PACKARD	3.000
MS301	COMBINED ARMS OPERATIONS I	B			7	TH369	CPT KOOLOVITZ	0.500
CE364	MECHANICS OF MATERIALS	C	D		3	MH C1	DR SWAB	3.500
PE350	ARMY FITNESS DEVELOPMENT	E			3	MHB12	MAJ NEWSOM	1.500
ME311	THERMAL-FLUID SYSTEMS I	G	H		8	MH C17	MAJ SUHR	3.500
PE351	ADV HISTORY OF MILITARY ART	I			1	TH430	MAJ PALMER	3.000
PE350	ADVANCED MILITARY LEADERSHIP	J			1	TH306	MAJ CRANDALL	3.000
MD301	2ND CLASS MILITARY PERF I	Y			1			0.000

# Academic Excellence Continued



**Tyler Jost**  
(Wheaton, IL)  
Rotary  
Ambassadorial  
Scholarship



**Brad Wilson**  
(Grand Rapids, MI)  
Rotary  
Ambassadorial  
Scholarship



**Chris Tarney**  
(Union, NJ)  
Truman  
Scholarship



**Jason Crabtree**  
(Kingston, WA)  
Rhodes and  
Marshall  
Scholarships



**Mel Sanborn**  
(Wilmot, NH)  
Marshall  
Scholarship

## Rhodes

Harvard

Yale

Princeton

**USMA**

Stanford



319

215

187

**83**

78



## Marshall

Harvard

Princeton

Stanford

Yale

MIT

**USMA**

Brown

120

60

49

47

41

**34**

32

## Truman

Harvard

Yale

**USMA**

Duke

Stanford

34

28

**27**

25

25



# Academic Program Goals

Graduates anticipate and respond effectively to the uncertainties of a changing technological, social, political, and economic world.

As Army Leaders, they:

demonstrate:

**Creativity**

**Moral awareness**

**Commitment to continued intellectual development**

**Effective listening, speaking, reading, and writing skills**

understand:

**Culture**

History

**Patterns of Human Behavior**

Mathematics and Science

**Engineering and Technology**

Information Technology

# Admissions Update

## Comparison Numbers 2005 and 2008-2012 (as of 4 Dec 07)

	2012	2011	2010	2009	2008	2005
<b>Files</b>	<b>9090</b>	<b>9887</b>	<b>9199</b>	<b>9708</b>	<b>10,892</b>	<b>8707</b>
Women	1901	2027	1,936	2,187	2,393	1986
Afr-American	770	848	810	871	846	985
Hispanic	812	886	791	743	673	496
<b>Athletes</b>	<b>1,373</b>	<b>1,603</b>	<b>1,656</b>	<b>1,745</b>	<b>1,872</b>	<b>1,607</b>
<b>Qualified</b>	<b>560</b>	<b>595</b>	<b>601</b>	<b>762</b>	<b>884</b>	<b>606</b>
<b>Offered</b>	<b>177</b>	<b>165</b>	<b>111</b>	<b>134</b>	<b>148</b>	<b>94</b>
Women	34	24	19	27	29	17
Afr-American	6	5	2	11	7	8
Hispanic	15	20	9	13	7	10
<b>Accepted</b>	<b>48</b>	<b>58</b>	<b>36</b>	<b>49</b>	<b>46</b>	<b>25</b>





# *Admissions Update*

---

Transitioning to a paperless Admissions process for the  
Class of 2013

## **2-Phase Operation:**

- **Phase 1: Second Step Kit (SSK) Online**
- **Phase 2: View/manage files electronically**

All required hardware/software on hand  
New online CQ already fielded and in use







## *Admissions Update*

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Recently updated the video widely used by Congressional offices, *The 5 Pointed Star*, and are currently working on updating our main recruiting video, *Leaders for a Lifetime*

A new initiative is a multimedia digital viewbook of West Point featuring animation and 360 degree views that allows students and families to virtually tour West Point

Continue name sharing with Cadet Command and have increased the data transfer





# INFRASTRUCTURE UPDATE



## USMAPS/BRAC

- **August 2006: Army and West Point agree to reduce cost from \$212M to \$197M for Washington Gate**
  - **Cost reduction: Eliminate two sports fields; USACE to provide 15% savings on primary facilities**
- **May 2007: SSRG VCSA approved Washington Gate site (\$197M)**
- **October 2007: GAO met with USMA**
- **November 2007: Award Architect/Engineer contract**
- **December 2007: Draft RFP**
- **Spring 2009 – Sep 2011: Construction period**



## SCIENCE CENTER

- **August 2006: SSRG VCSA & USA approved two separate projects totaling \$118M**
  - **Building 757 (Old Library) FY09: \$59M**
  - **Building 753 (Bartlett Hall) FY11: \$59M**
- **January 2007: Project working estimate increased to \$182M**
  - **Building 757 (Old Library) FY09: \$71M**
  - **Building 753 (Bartlett Hall) FY11: \$111M**
- **March 2007: Approval to proceed to 30% design**
- **May 2007: \$67M, FY09, Phase I approved; funding for later Phase TBD**
- **June 2007: SSRG VCSA re-affirms Science Center project schedule FY09 & 11 to insure accreditation**
- **September 2007: LTG Melcher, Military Deputy for Budget visits West Point; re-affirms project justification and \$182M; shared same with VCSA**
- **October/November 2007: The 30% design submission was received for Phase I and reviewed.**
- **3-7 December 2007: VE study conducted.**



## CADET BARRACKS

- FY07: \$22M invested in SRM & TBIP funds to address water infiltration
- FY11 & FY12 FYDP: One new Cadet Barracks (Inc 1 and 2 )(\$33M and \$32M).
- FY13 FYDP: Scott Barracks Modernization (\$30M)
- FY14-21: Cadet Barracks Modernization program
  - Addresses gender equity, fire protection, mechanical systems, and technology
  - All nine cadet barracks are to be modernized
  - P/A \$30M for each
    - FY14 – Pershing Barracks
    - FY15 – Grant Barracks
    - FY16 – Mac Short Barracks
    - FY17 – Mac Long Barracks
    - FY18 – Eisenhower Barracks
    - FY19 – Bradley Barracks
    - FY20 – Lee Barracks
    - FY21 – Sherman Barracks
- FY22: First-year cadets will be housed in non-triples; all to current code



## USMA CAMPS

- **Issues:**
  - Severe overcrowding
  - Deteriorated facilities constructed in 1940 to 1970
  - Task Force (AD) troops dissatisfied with conditions (better in Iraq and Afghanistan)
  - Below standard conditions for cadets & Soldiers
- **Plan:**
  - Working with IMCOM and ACSIM to formulate interim and long term fix. Initial plan calls for relocatables (OPA), repair to existing facilities (SRM), and replacement (MCA)





## Thayer Hotel – Privatized Lodging at West Point



- Hudson River Partners (HRP) currently operates the Thayer Hotel under a 50 year lease/contract.
- HRP borrowed \$21.75M to renovate the Hotel in 1998. The note is due 31 March 2008.
- US Army Family and Morale, Welfare and Recreation Command (FMWRC) is reviewing a proposed plan for re-financing the loan submitted by HRP.
- West Point is working with FMWRC on development of a conference/golf clubhouse. This could help Thayer Hotel occupancy rate.

# Special Topics



# **Middle States Commission on Higher Education Accreditation Update**

# Why is accreditation essential to West Point?

- Defines higher education institutions as credible and compliant with accreditation standards
- Attracts the best and brightest students
- Produces graduates who are competitive and successful in the best graduate school programs
- Supports West Point's mission to prepare the Army's future leaders
- Supports the faculty model that attracts excellence
- Supports West Point's contribution of educated field grade officers back to the Army
- Supports West Point's direct contributions to the Army

# Middle States Accreditation Status

## • **Completed:**

- Middle States Commission on Higher Education (MSCHE)  
Pre-visit of USMA (11 May)
- Visit with member of Governing Body (VCSA) (25 June)
- MSCHE Approval of USMA Self-Study Design (27 June)
- Self Study working groups began to analyze charge questions

## • **Future:**

- AY08 is record year (collection & analysis of evidence to document compliance with MSCHE standards)
- Self Study Report to ESG Winter Academic Year 08-09
- Accreditation team visit in Fall 2009

# ABET Visit Preparation

→ <b>May 2007-Jan 2008</b>	<b>Engineering programs complete draft self-study reports</b>
<b>Jan 2008</b>	<b>USMA requests accreditation for engineering programs</b>
<b>Jan-May 2008</b>	<b>Program directors review and finalize draft self-study reports; Dean approves final reports</b>
<b>Jun 2008</b>	<b>USMA sends self-study reports to ABET</b>
<b>Oct 2008</b>	<b>Tentative Date for ABET Visit; Review of programs</b>
<b>Jan-Feb 2009</b>	<b>Draft accreditation statement sent to USMA by ABET</b>
<b>Mar 2009</b>	<b>USMA submits 30-day response</b>
<b>May-Jul 2009</b>	<b>Accreditation statement finalized; ABET Commission votes</b>
<b>Aug 2009</b>	<b>USMA will receive ABET “Statement of Accreditation” status</b>

# NCAA Division 1 Athletics Certification

- Completed Tasks
  - Submitted USMA Written Plan.
  - Conducted organization meetings.
  - Conducted NCAA orientation videoconference.
- Future Activities
  - Subcommittees compiling data in accordance with NCAA Self-Study Instrument.
  - PAO working on publicity campaign; purpose is to seek community input in three subcommittee areas.
  - First steering committee meeting scheduled for 6 Nov

# Governing Body

# Governing Body Background

- History of Governing Body
  - 2005 Periodic Review
  - Decennial Review analysis of standards
- Middle States description of Governing Body
- Title 10 Duties of Board of Visitors
- Governing Bodies for other Academies
  - USNA in same Accreditation Region – use their BOV

# ESG as Governing Body

## (Accreditation Issue)

- **Responsible for oversight of:**
  - Institutional Goals
  - Developmental Framework
  - Program quality
  - Institutional integrity
  - Planning
  - Facility infrastructure
  - Financial health
- **Objectives:**
  - Participate in institutional planning
  - Review institutional assessments
  - Review fiscal program
  - Assist in generating resources
  - Conduct periodic self assessment
  - Certifies the Academy to MSCHE





ARMY STRONG.™

# Office of Economic & Manpower Analysis

*Department of Social Sciences, United States Military Academy*



## USMA Graduate Continuation Behavior



Prepared for  
USMA Board of Visitors

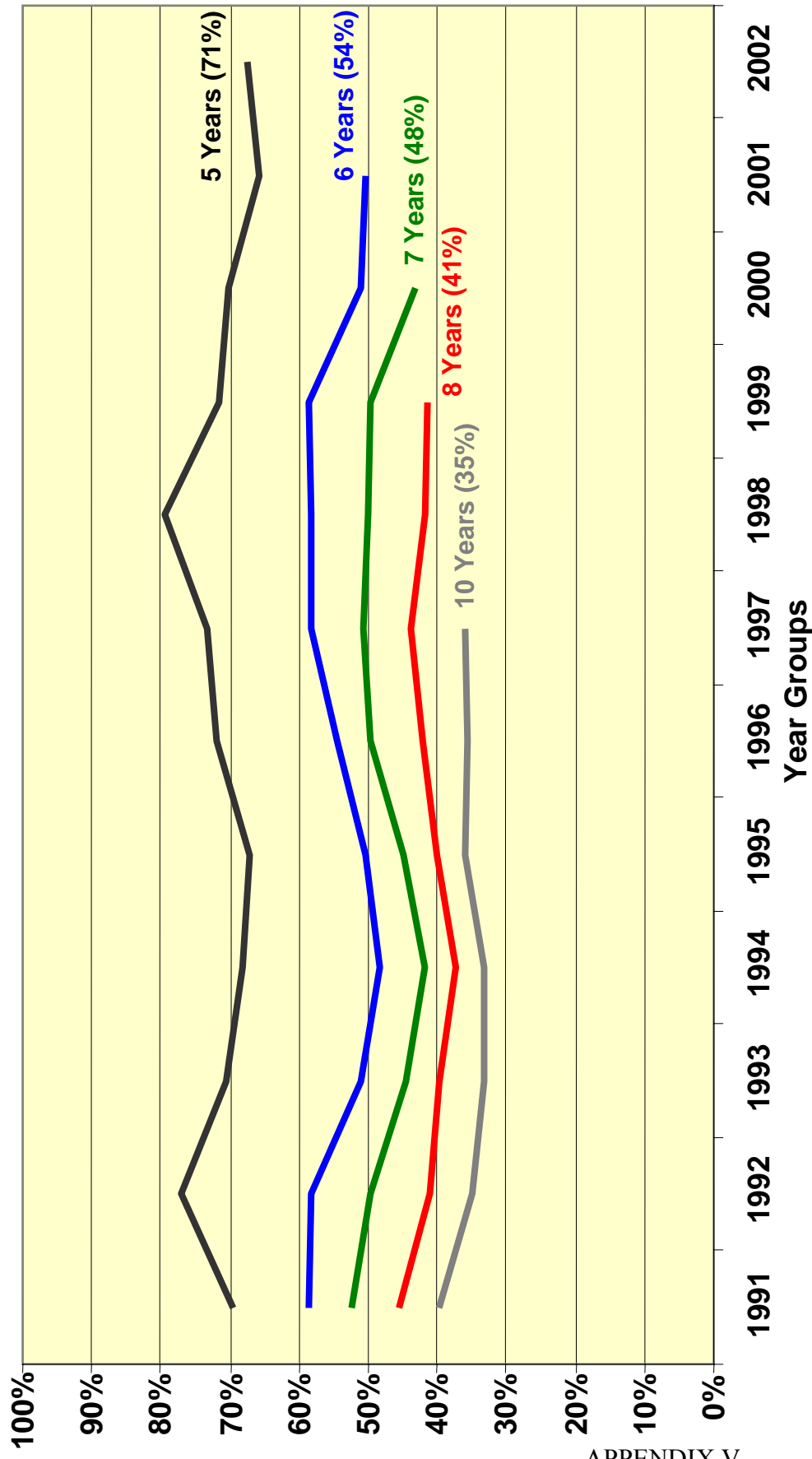
December 2007



# USMA Continuation Rates for Year Groups 1991-2002

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- USMA continuation rates are in line with historical trends dating back to the mid 1980s.
- Survey on Officer Careers indicates that high operational tempo is the primary reason for leaving
- Officer Career Incentive Programs are projected to increase 8 year continuation rates from 41% to 56%. More than 35% of YG2007 participated in one of the programs.





*United States Army Garrison West Point  
One Team! One Community!*



# RESIDENTIAL COMMUNITIES INITIATIVE UPDATE TO THE USMA BOARD OF VISITORS

MICHAEL F. COLACICCO  
PROJECT AND ASSETS MANAGER  
7 DECEMBER 2007



*United States Army Garrison West Point  
One Team! One Community!*



# WEST POINT HOUSING VISION

TO PROVIDE SUPERIOR HOMES IN A  
QUALITY COMMUNITY IN WHICH WEST  
POINT FAMILIES CHOOSE TO LIVE



*United States Army Garrison West Point  
One Team! One Community!*



## RCI SCHEDULE

✓ INDUSTRY FORUM	6 DEC 05
✓ SITE VISIT	9 MAY 06
✓ COMMUNITY BRIEFINGS	7 & 13 JUN 06
✓ HOUSING VISUAL SITE INSPECTIONS	12-16 JUN 06
✓ COMMUNITY FOCUS GROUPS/ HOUSING AREA MEETINGS	NOV-DEC 06
✓ PARTNER SELECTION	MAR 07
✓ COMMUNITY DEVELOPMENT AND MANAGEMENT PLAN (CDMP) START	AUG 07
✓ DA CDMP MID-POINT IPR	NOV 07
• CDMP COMPLETE	JAN 08
• SUBMIT TO HQDA FOR APPROVAL	JAN 08
• SUBMIT TO CONGRESS FOR REVIEW	FEB 08
• TRANSITION TO PARTNER STARTS	MAY 08
• ASSUMPTION OF OPERATIONS	JUL 08



*United States Army Garrison West Point  
One Team! One Community!*



# INITIAL DEVELOPMENT PLAN

(AS OF 21 NOVEMBER 2007)

- 963 GOVERNMENT HOUSING UNITS TRANSFER TO GMH MILITARY HOUSING
- 8-YEAR INITIAL DEVELOPMENT PERIOD (IDP) RESULTS:
  - BUILD 158 NEW HOMES
  - RENOVATE AND EXPAND 206 HISTORIC HOMES (156 HISTORIC WITH MAJOR RENOVATIONS AND 50 HISTORIC WITH MAJOR RENOVATIONS AND BEDROOM ADDITIONS)
  - CONVERT 174 HISTORIC DUPLEX UNITS INTO 87 SINGLE FAMILY HOMES; 8 2-BEDROOM APARTMENTS INTO 4 4-BEDROOM APARTMENTS
  - PERFORM MINOR RENOVATIONS ON 380 RECENTLY CONSTRUCTED OR RENOVATED HOMES
  - DEMOLISH 196 HOMES
  - DEVELOP RCI COMMUNITY AMENITIES (2 COMMUNITY CENTERS, 2 SPLASH PARKS, 1 COMMUNITY POOL, TOT LOTS, BOUNDLESS PLAYGROUND, SANDLOT VOLLEYBALL COURT, BASKETBALL COURTS, GREEN SPACES)



*United States Army Garrison West Point  
One Team! One Community!*



# INITIAL DEVELOPMENT PLAN NUMBERS

(AS OF 21 NOVEMBER 2007)

• DEVELOPMENT PLAN OVERVIEW (YEARS 1-8)	
GOVERNMENT HOMES TRANSFER TO RCI	963
LESS HOMES DEMOLISHED	196
LESS HOMES CONVERTED FROM DUPLEX TO SINGLE FAMILY	91
LESS HOMES CONVERTED TO NON-HOUSING USE	10
PLUS NEW/REPLACE HOMES	<u>158</u>
END STATE RCI INVENTORY	824



*United States Army Garrison West Point  
One Team! One Community!*



# RCI WILL

- IMPROVE QUALITY OF HOUSING OPERATIONS, MAINTENANCE, AND PROPERTY MANAGEMENT BY PROVIDING ADEQUATE RESOURCES
- REPLACE OR RENOVATE ALL INADEQUATE HOMES DURING THE INITIAL DEVELOPMENT PERIOD
- REPLACE ALL NON-HISTORIC HOMES IN THE OUT YEARS
- COMPLY WITH THE INSTALLATION DESIGN GUIDE AND RCI CONSTRUCTION STANDARDS
- ATTAIN “GOLD” RATING UNDER THE ARMY’S SUSTAINABLE PROJECT RATING TOOL (SPiRiT) RATING SYSTEM
- PROVIDE SOLDIERS AND FAMILIES WITH PROPERTY AND LIABILITY INSURANCE



# USMA Sponsorship Program

- *Purpose/intent: Program provides Cadets with social development opportunities, Army Family exposure, and a healthy outlet from the demands of West Point*
- *Program reinforces CLDS Social Development domain directly for all cadets; provides a mentoring opportunity for staff and Faculty as well*

# USMA Sponsorship Program

- Sponsorship Program Components:
  - **New Cadet Visitation Day**
  - **Fourth Class Sponsor Program**
  - **Sponsorship through teams, clubs, sports, and academics**
- Requirements to be a Sponsor
  - **E-7 – E-9; O-3 or above, TITLE 10 Instructor, GS-9 or above, and Competitive Sports Head Coaches---** and live in vic. of West Point
  - **Link ups: duel requests, gender, state, sports and hobby interest**
- Guidance:
  - **Professional Always!**
  - **Developmental in nature**
  - **Reinforce Standards- professionally and socially; IAW Army, USMA and USCC Regulations**

**REMAINING  
BOARD BUSINESS /  
ADJOURN**

# Back Ups

This case study and analysis have helped me to look back at a very influential experience in my life and time at West Point. **I did not truly understand the impact that the events with my plebe have had on me as a leader until writing this case study...**

During my trip to the emergency room with Mark, **the only thing going through my mind was, “I better be recognized for helping out my plebe.” That night, and throughout the next day, I was wondering if anyone was ever going to tell me “good job.”** When I brought my plebe’s books up to the hospital, and had to help my TAC NCO with other things about the situation I was constantly hoping someone would take notice. I even (very regretfully) admit that I was hoping I would get a HOOAH Note or something of that nature for helping him.

This is far from the leader I want to be. In fact, this is far from the person I want to be. Throughout my life, I have always tried to be humble. I always tried to keep a low profile, and would often get embarrassed if people over-congratulated me. However, **now I was doing things in hope of the congratulations to follow. This is not the leader I want to be. I want to help out my plebe because it is the right thing to do.** I want to help my plebe because I care for him more than I care for myself. I want to help out my plebe because his failures become my failures. I did not want to be that guy who only did things for his subordinates to make himself look good. Those are the types of leaders I resent and I am truly unhappy with myself for having that attitude throughout the two to three weeks I was helping Steven recover.

# USMA Honor Study Group

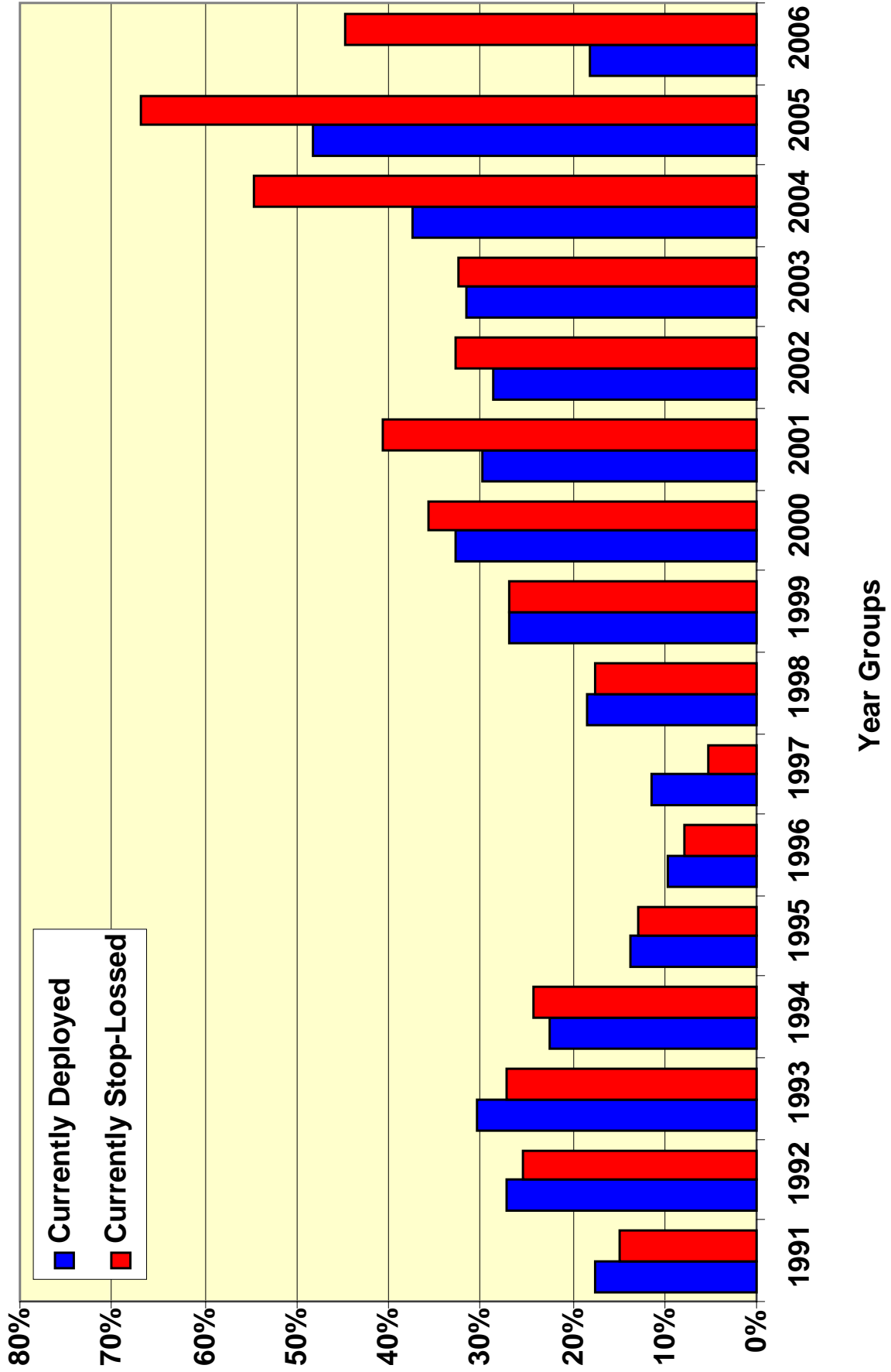
- **Purpose:** Conduct an in-depth review of the state of the Honor Code and Honor System at USMA
- **Group Composition:**
  - GEN (Ret) Fred Franks (Chair)
  - Select members of Academy staff from ODean, ODIA, BTD, Chaplain's Office, OPA, SCPME
  - MG (Ret) John Altenburg- Former Deputy JAG
  - Dr. Len Marrella- author *In Search of Ethics*
  - Dr. Lewis (Bob) Sorley- author/historian
  - Current Cadet Honor Captain and Class of 2002 Honor Captain
- **Issues Addressed:**
  - The current Honor climate - Attitude, Trends, and Culture
    - Cadet "legal advice"
    - Alcohol as a defense
    - Plagiarism
  - "Azimuth Check":
    - Cadet adherence to and upholding of the Honor Code
    - Fairness of and confidence in the Honor Code
    - Honor education
- **Recommendations to Superintendent in Jan - Feb '08**

*"It's important to periodically put the spotlight on our Honor System and check its health. There are no specific reasons to do this right now... it's just time" .. LTG Hagenbeck*

# Approximately a Third of Year Groups 2000-2003 are Stop-Lossed

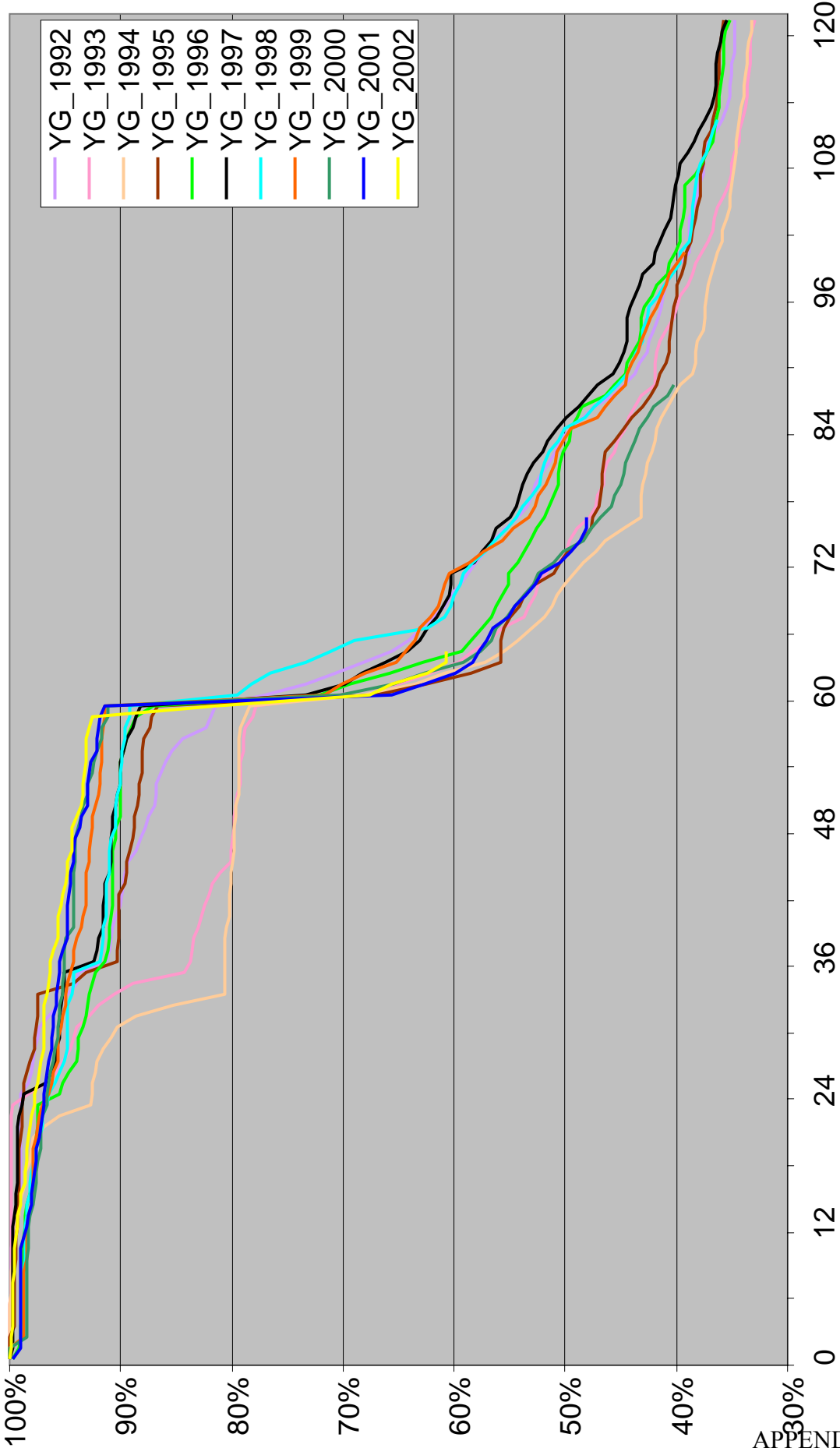
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Share of USMA Graduates Deployed & Stop-Lossed (Data as of 31 October)



# USMA (ACC) Graduate Continuations by Year Group

Percent of a Cohort Remaining on Active Duty

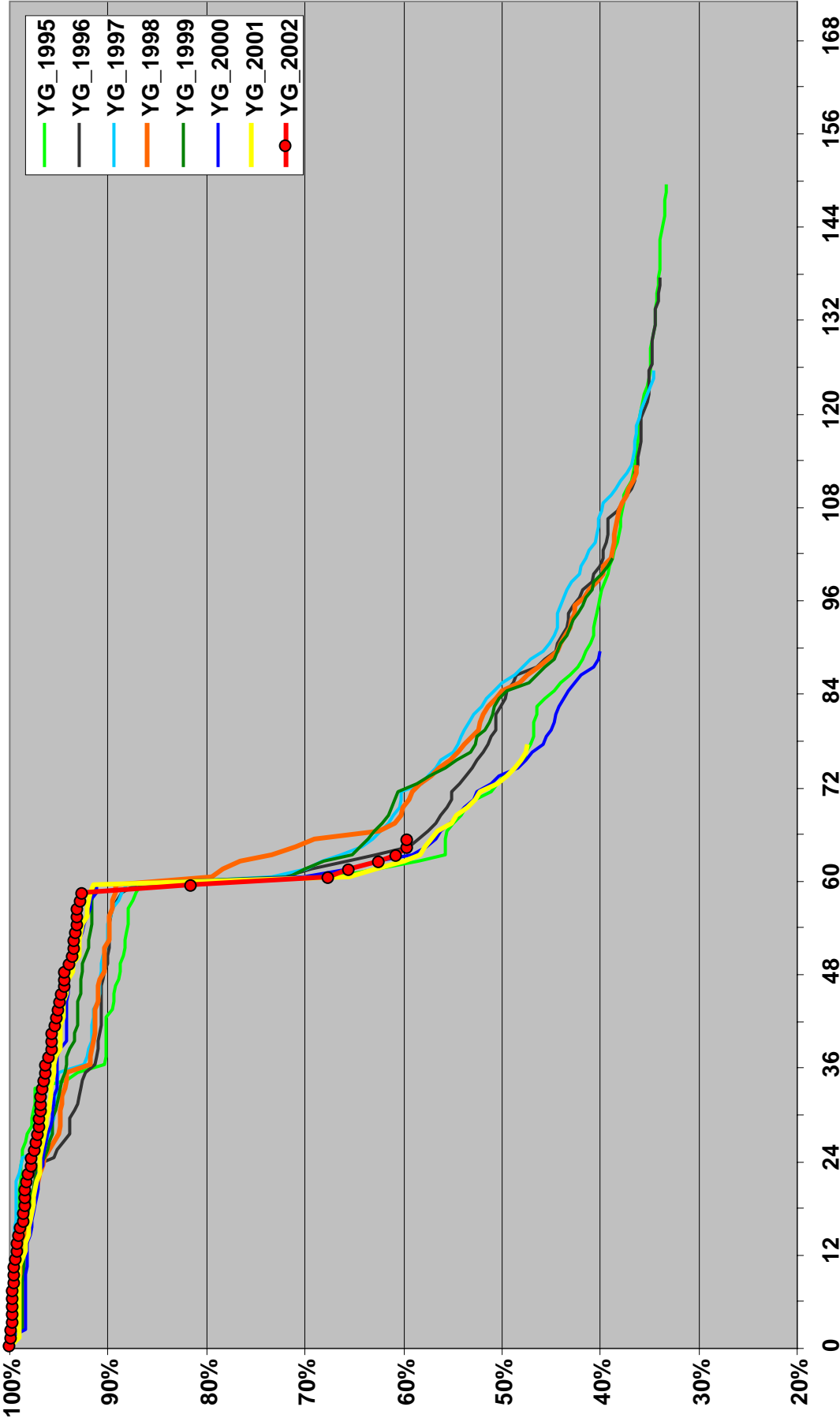


Months of Service following Commissioning



# USMA (ACC) Graduate Continuations by Year Group

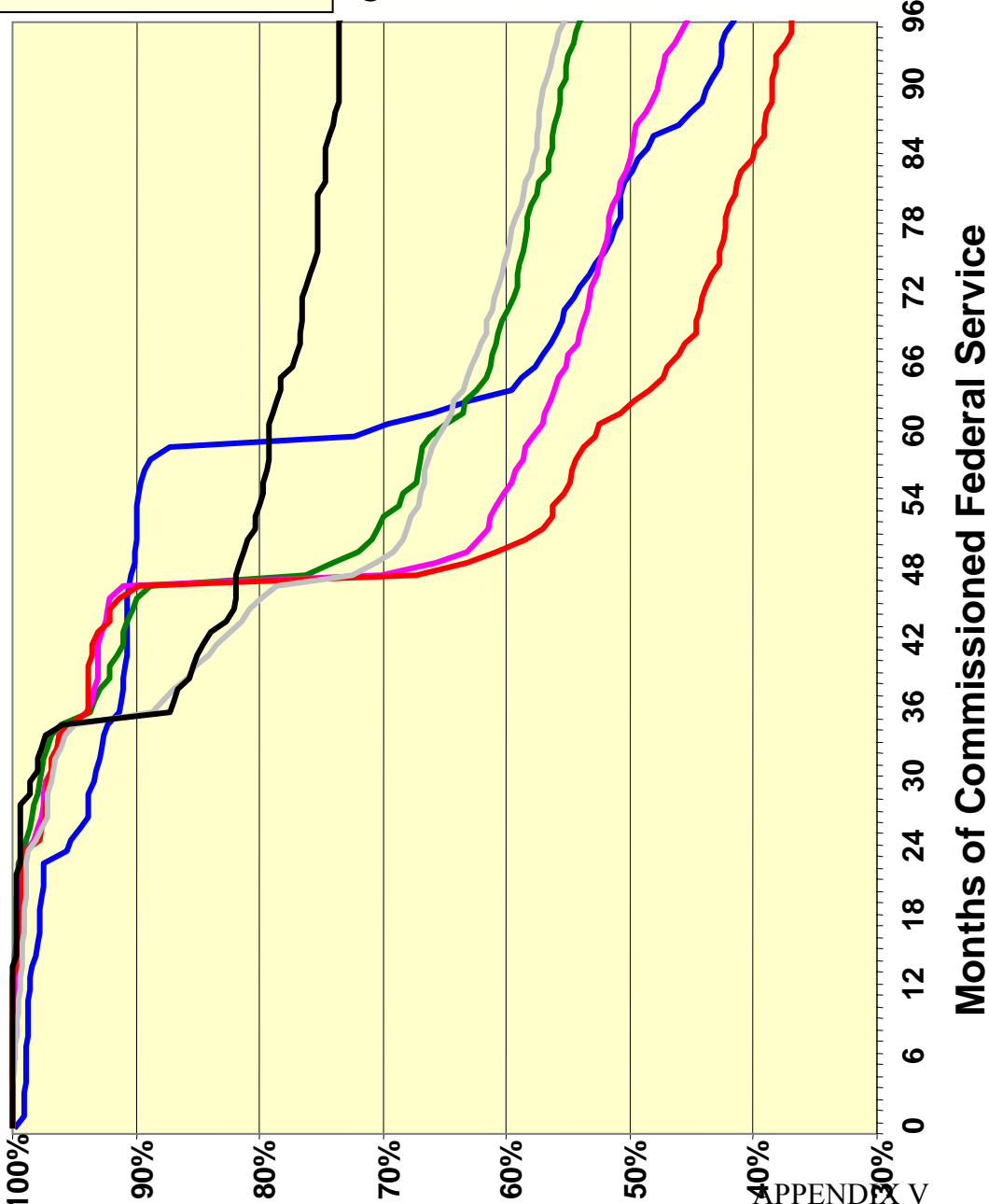
Percent of a Cohort Remaining on Active Duty



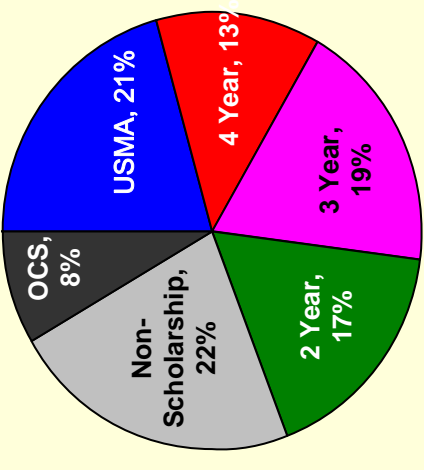
Months of Service following Commissioning

# Scholarship Source Officers Continue in the Army at the Lowest Rates

Percent of Year Group 1996 Competitive Category Officers Remaining on Active Duty Through Eight Years of Service



Distribution of Year Group 1996 Officers by Procurement Program



OCS In-Service

ROTC Non-Scholarship

ROTC 2 Year Scholarship

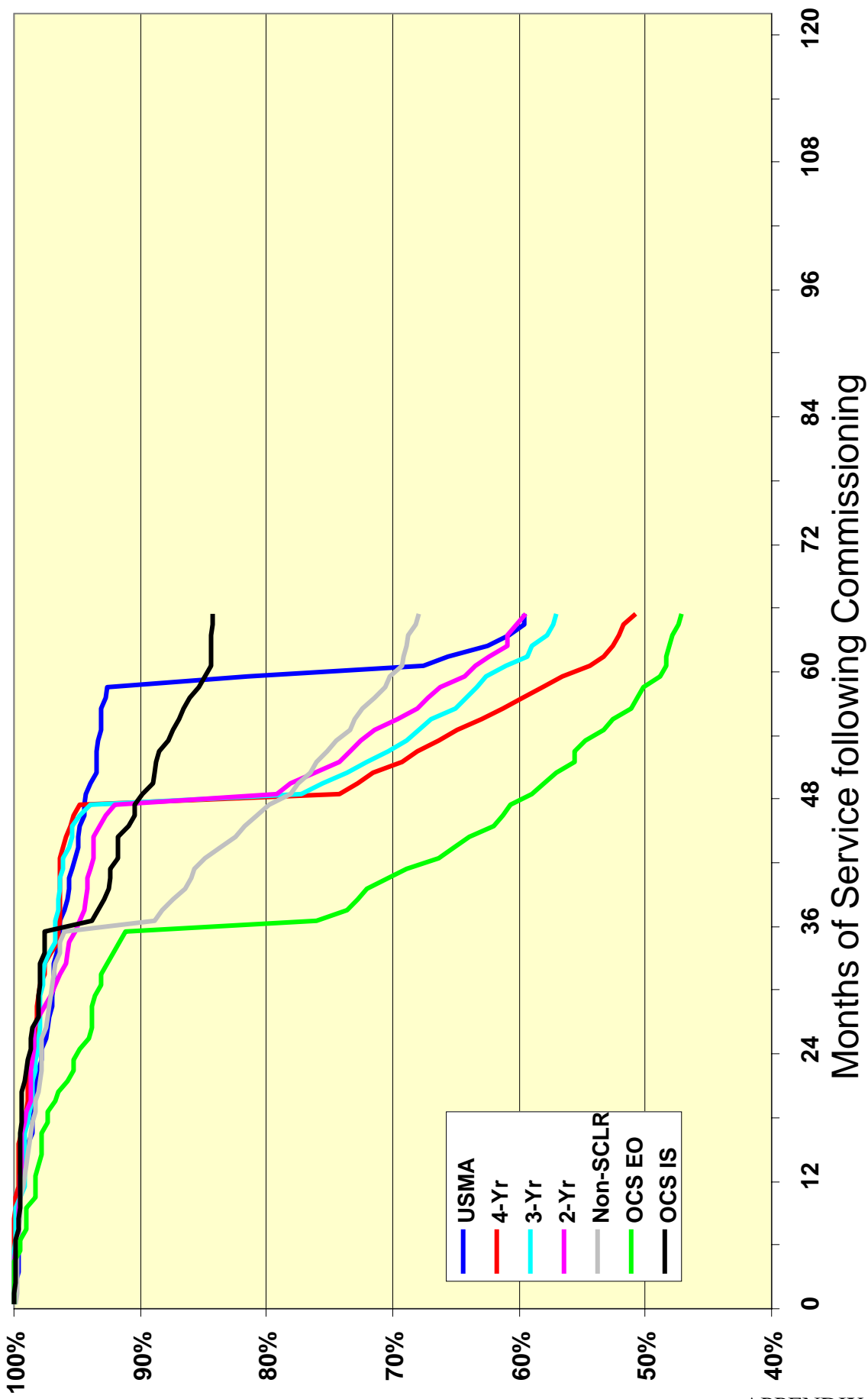
ROTC 3 Year Scholarship

USMA

ROTC 4 Year Scholarship

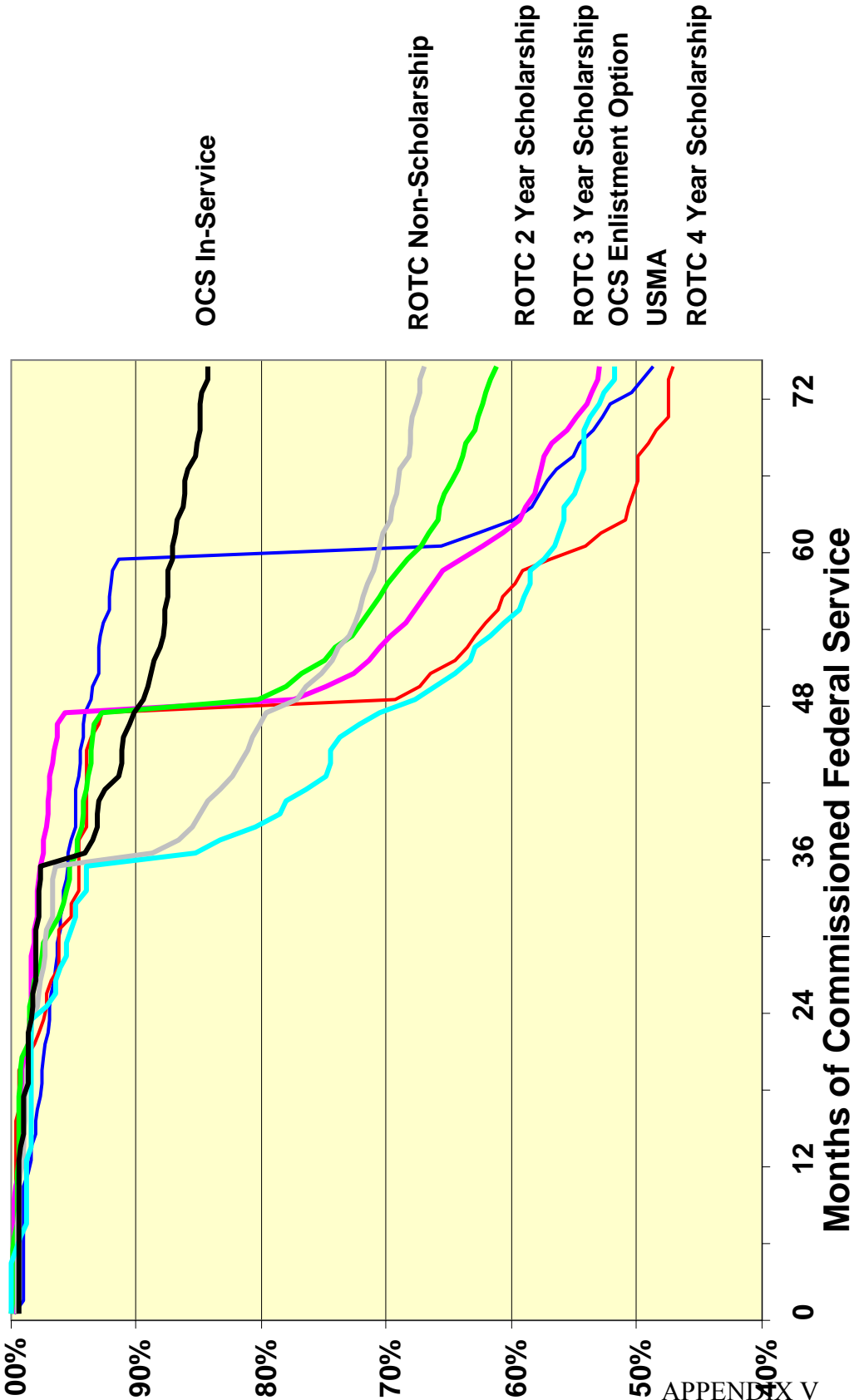
# Year Group 2002 (ACC) Continuations by Source of Commissioning

Percent of a Cohort Remaining on Active Duty



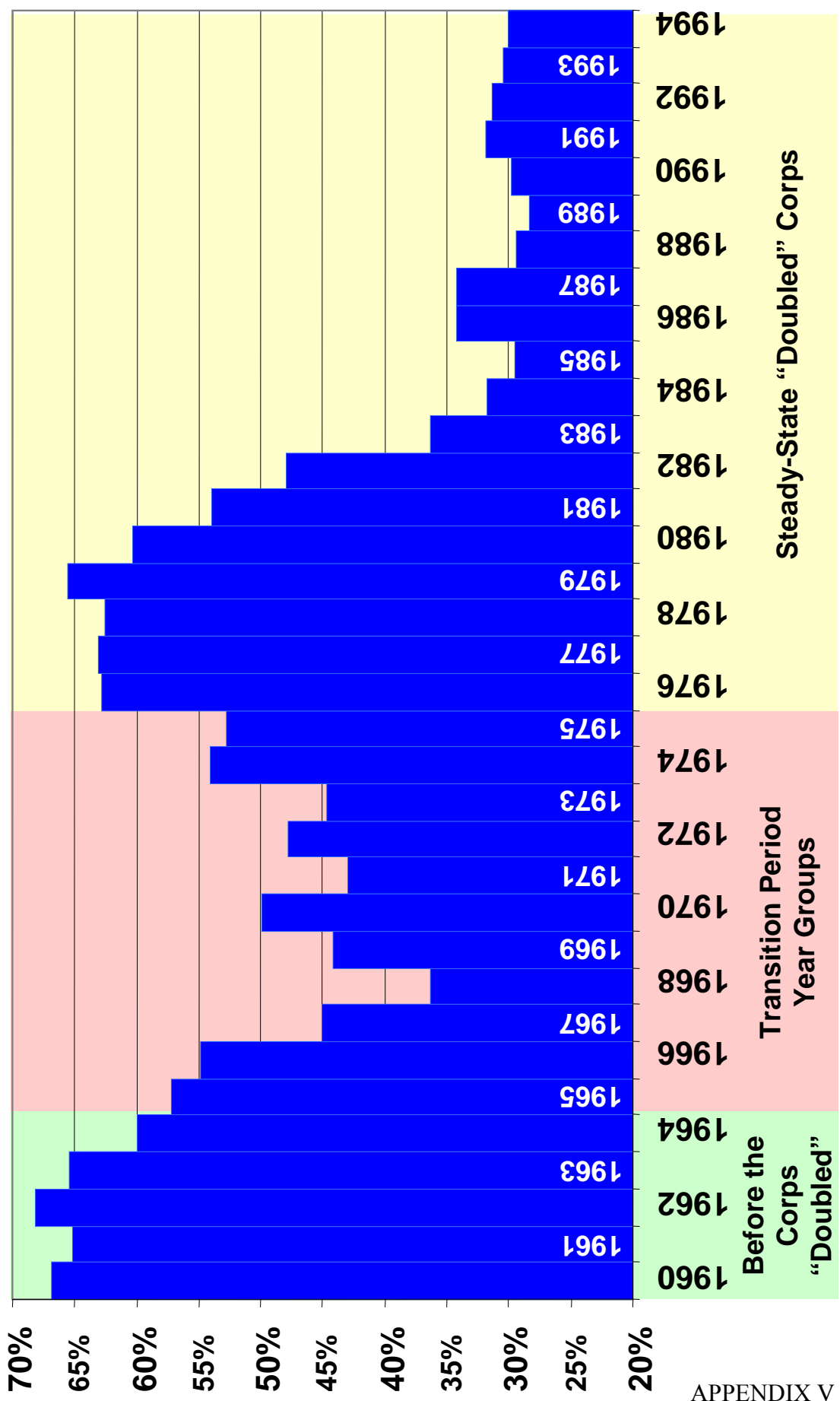
# OCS Enlistment Option Officers Provide the Lowest Man-Year Yield

Percent of Year Group 2001 Competitive Category Officers Remaining on Active Duty Through Six Years of Service



# USMA Graduate Ten-Year Continuation Rates by Year Group

Percent of a Year Group Continuing on Active Duty to Ten Years of Service

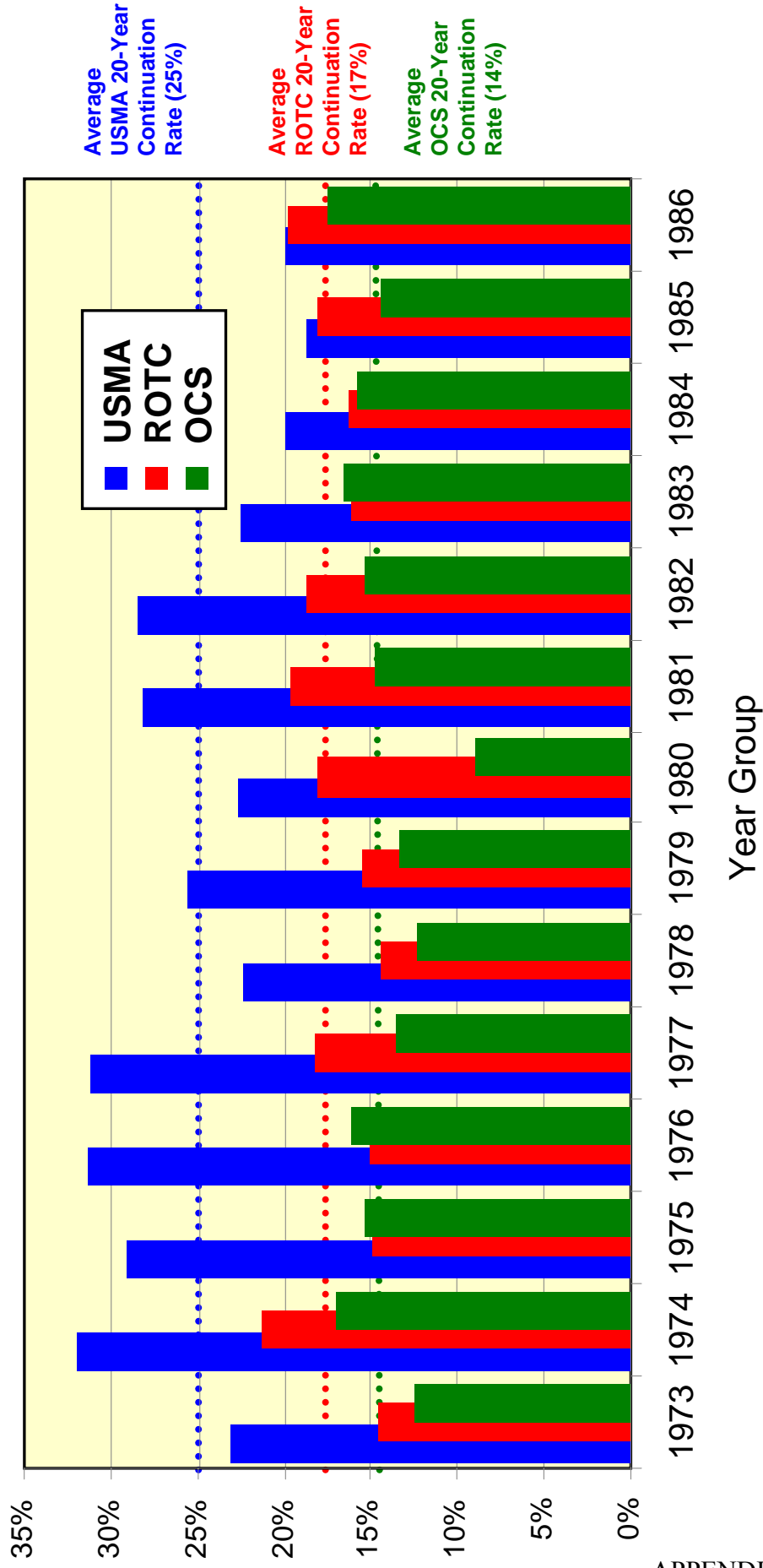


USMA Year Groups

# USMA 20-Year Continuation Rates are Historically Higher Than Those from Other Sources of Commission for Year Groups 1973-1986

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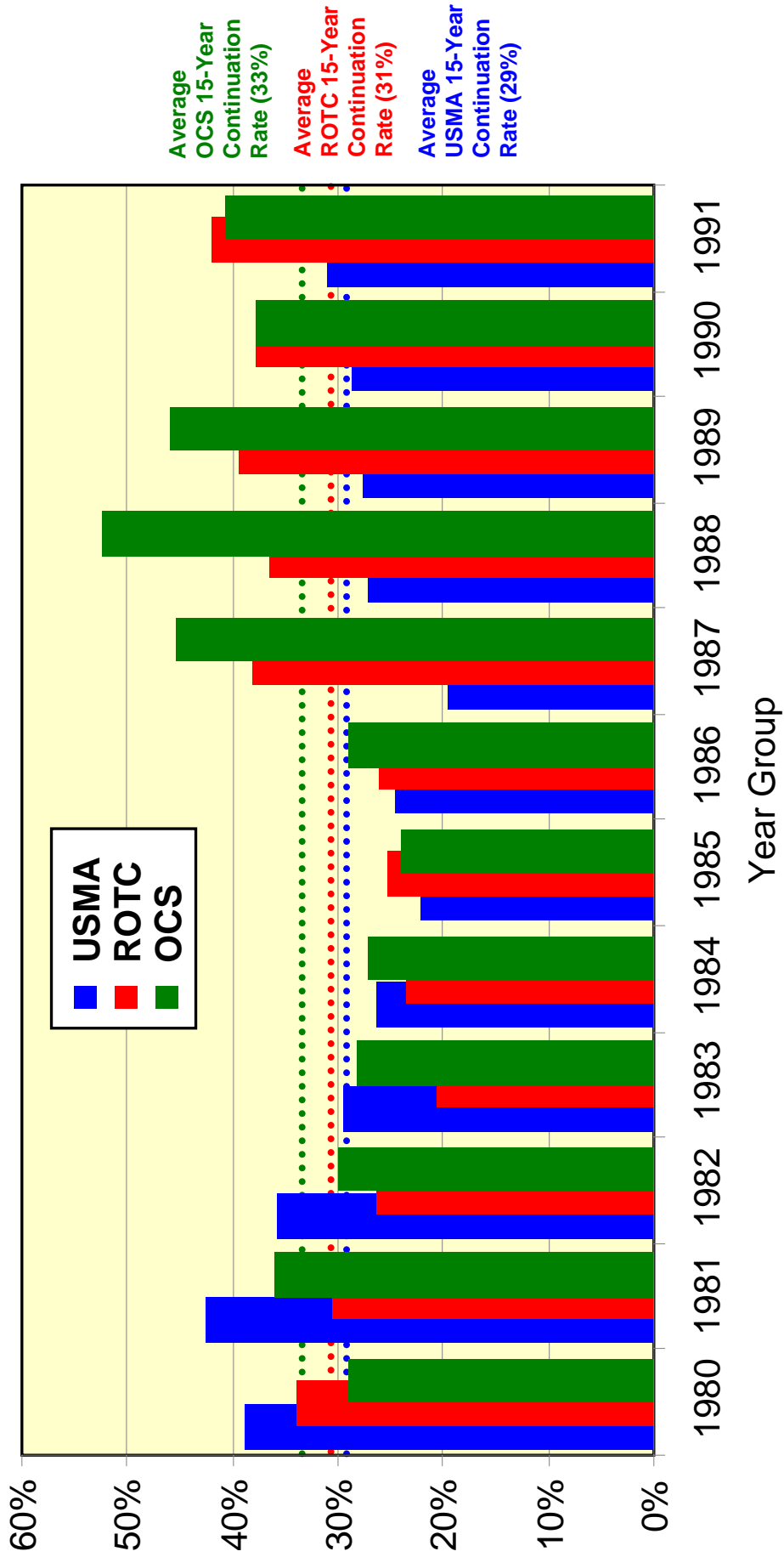
ACC Continuation Rate at Twenty Years of Service



# Continuations Among USMA Graduates Inverted By the Mid-1980s With USMA 15-Year Continuation Rates Falling Below Those of Other Commissioning Sources

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ACC Officer Continuation Rates at Fifteen Years of Service



Continuation Rates Through 10 Years of Service for Competitive Category USMA  
Graduates at the End of Each Year of Service

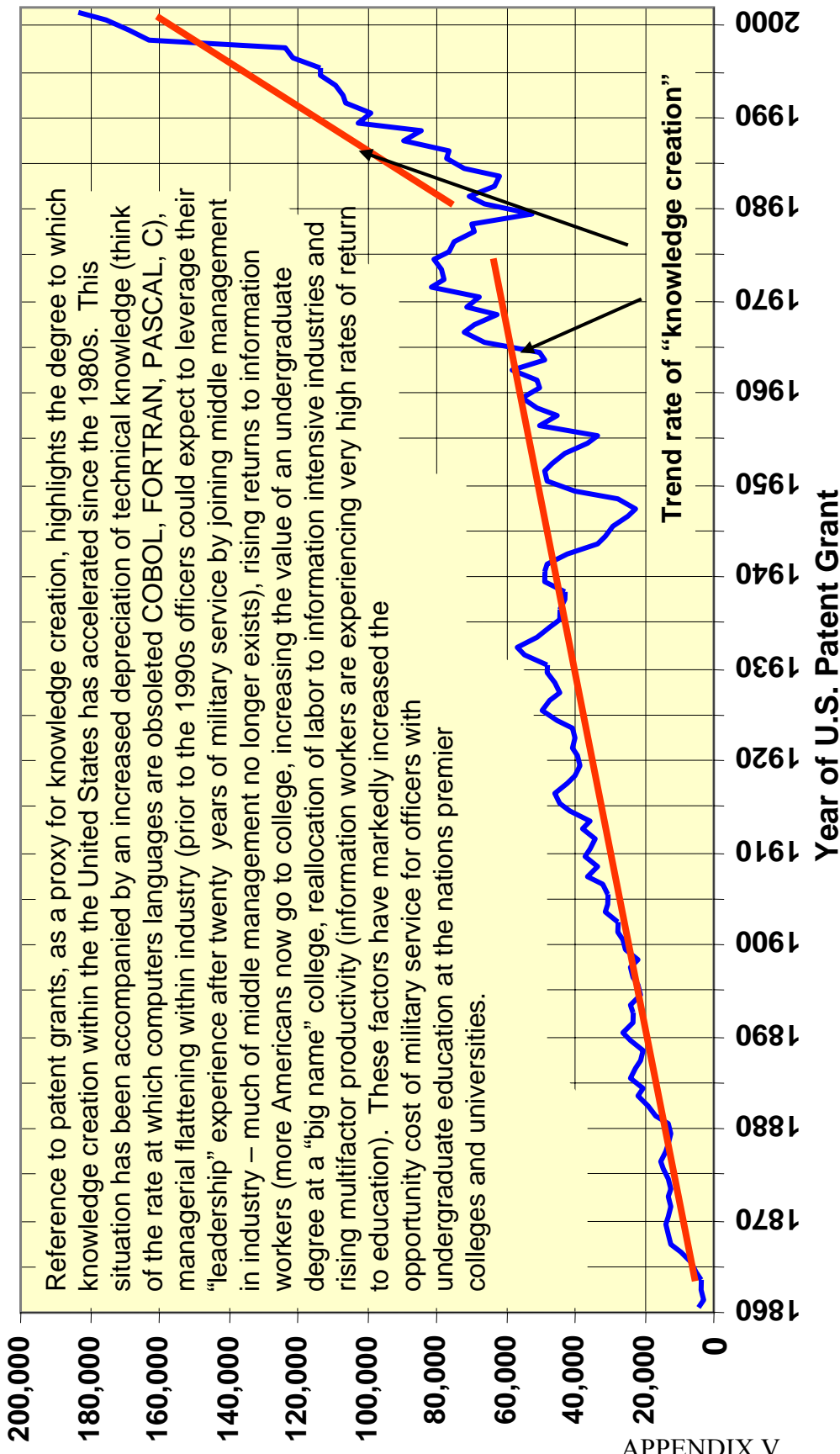
Year Group	Year of Service									
	1	2	3	4	5	6	7	8	9	10
1991	99%	97%	90%	84%	69%	59%	52%	45%	42%	40%
1992	99%	99%	91%	88%	77%	58%	50%	41%	38%	35%
1993	100%	98%	84%	80%	70%	51%	45%	40%	35%	33%
1994	100%	93%	81%	80%	68%	48%	42%	37%	35%	33%
1995	99%	99%	90%	89%	67%	50%	45%	40%	38%	36%
1996	99%	95%	91%	90%	72%	54%	50%	42%	38%	36%
1997	100%	99%	92%	91%	73%	58%	51%	44%	40%	36%
1998	99%	96%	92%	90%	80%	58%	50%	42%	38%	
1999	99%	96%	94%	93%	72%	59%	50%	41%		
2000	98%	97%	95%	94%	70%	51%	43%			
2001	98%	97%	95%	94%	66%	50%				
2002	99%	98%	96%	94%	68%					
2003	99%	97%	95%	93%						
2004	99%	98%	96%							



# Rapid Knowledge Creation, as Suggested by New Patent Grants Entails Accelerated Knowledge Depreciation

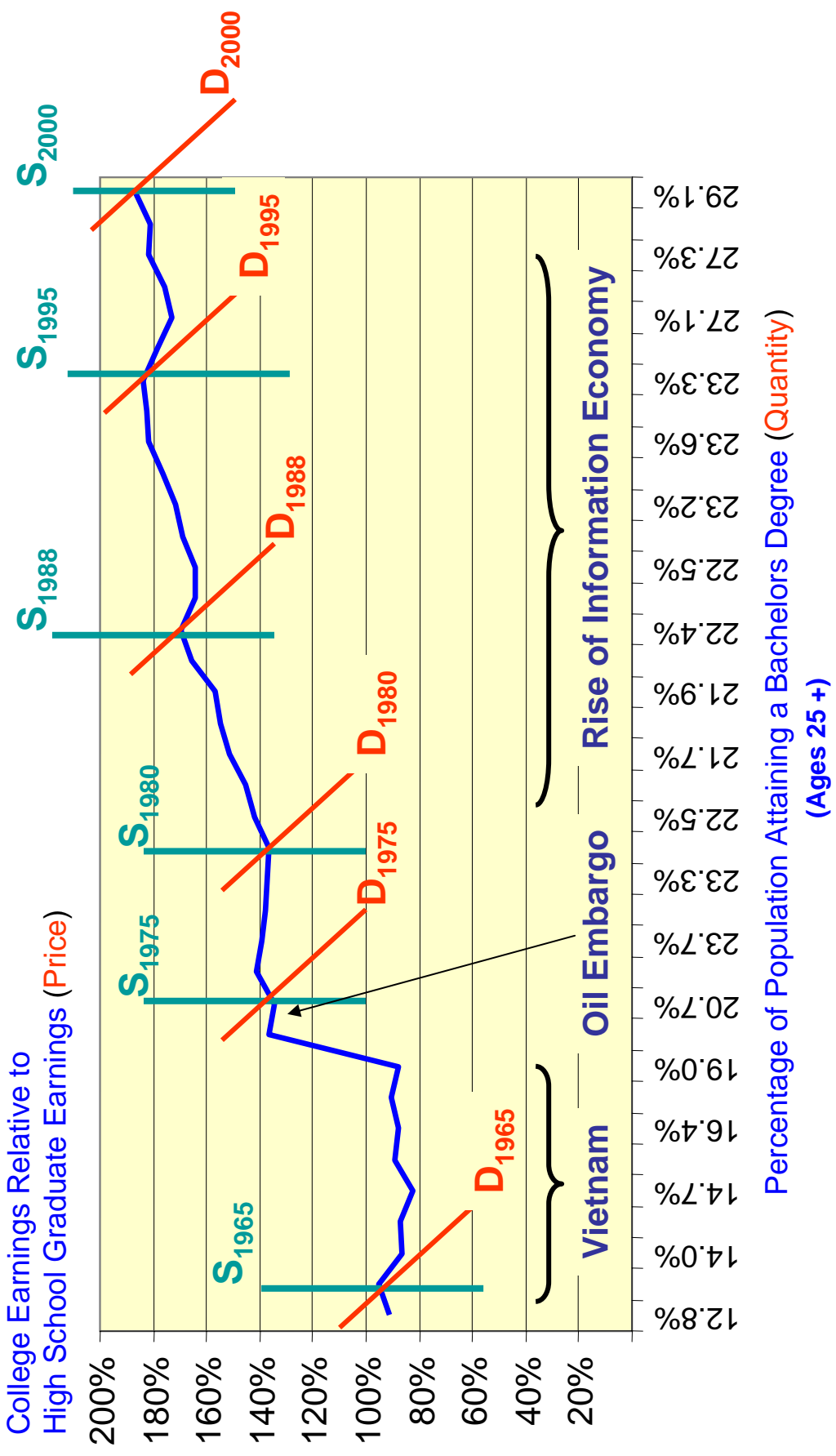
**The Effects of Knowledge Depreciation is Likely to Fall Most Heavily on Our Science, IT, and Business Science Majors, these Officers Come Largely from Scholarship Programs**

Total U.S. Patent Grants Per Year



Via a Rising College Wage Premium, Increased Demand for Information Workers Occasioned a Marked Increase in the Supply of College Graduates

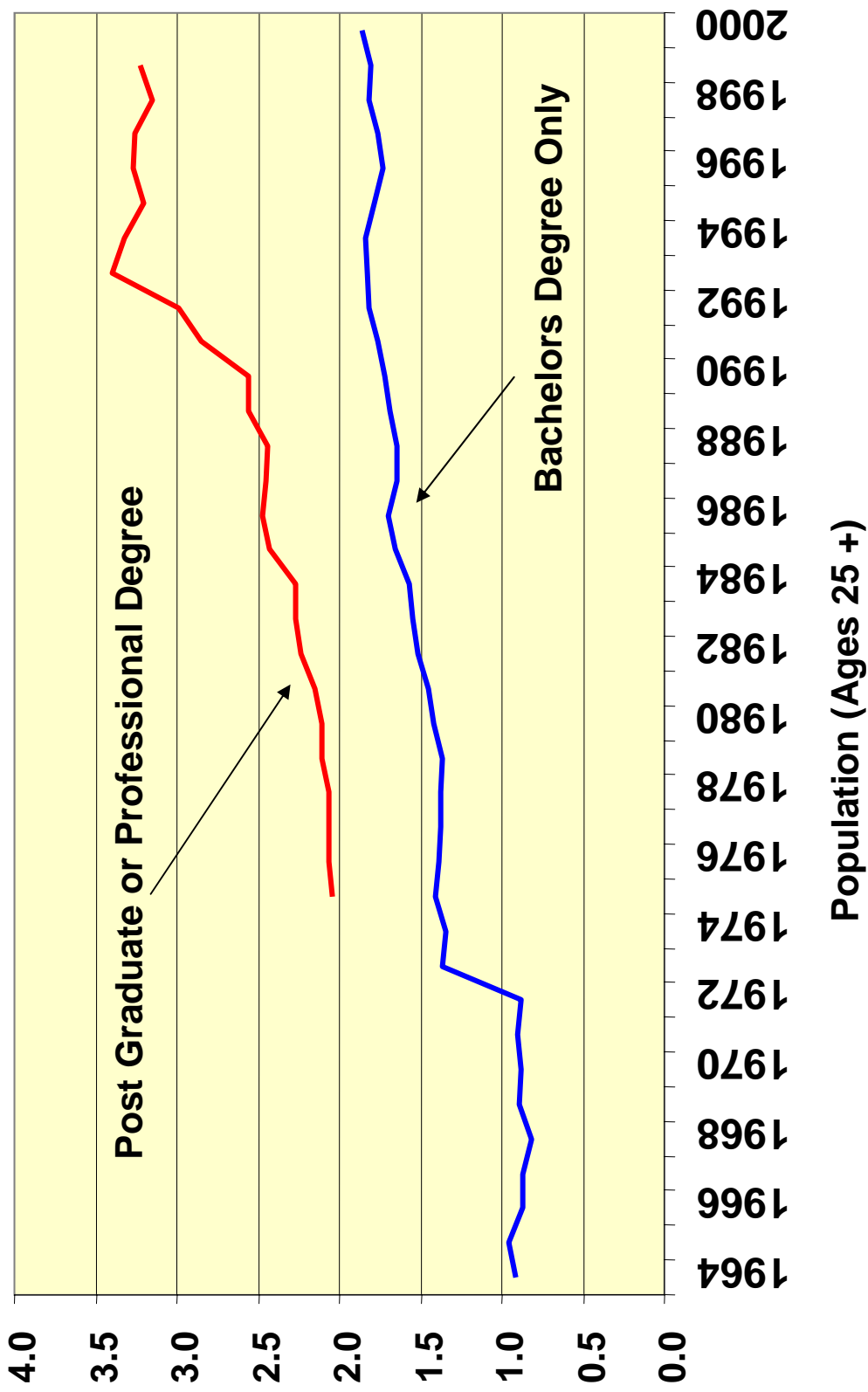
Due to the Marked Increase in the Supply of College Graduates, Factors Such as Degree Source, Program, and Scholarship Status are Important Signals of Employee Potential



# Rising Demand for Highly Educated Workers Has Led to a Rising Wage Premium for Education Since the Vietnam Era

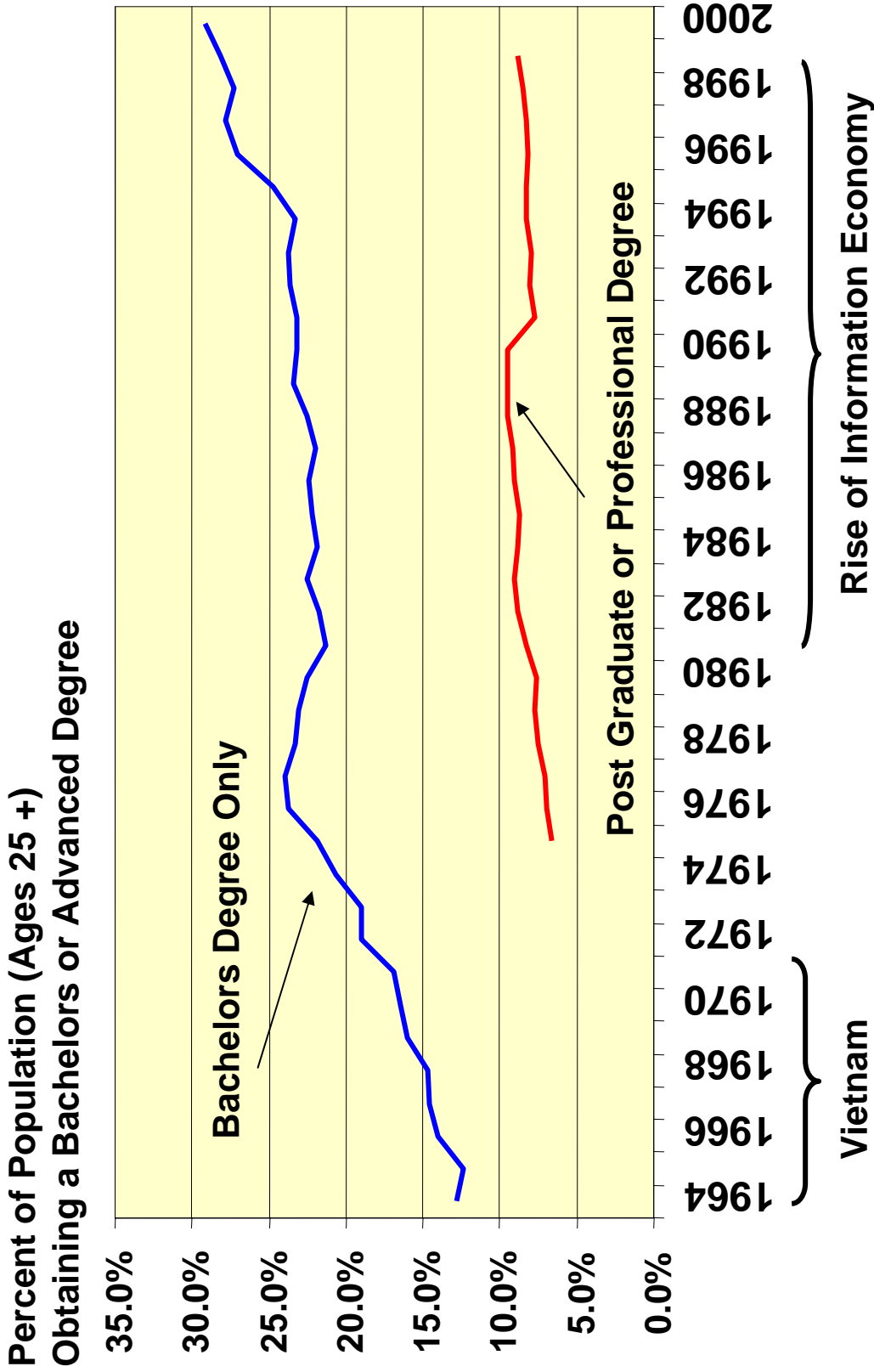
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College Graduate Earnings Relative to High School Graduate Earnings (Price)



# The Political Economy (Vietnam) and Advances in Technology (Computers) Led a Rising Share of Americans to Seek Higher Education

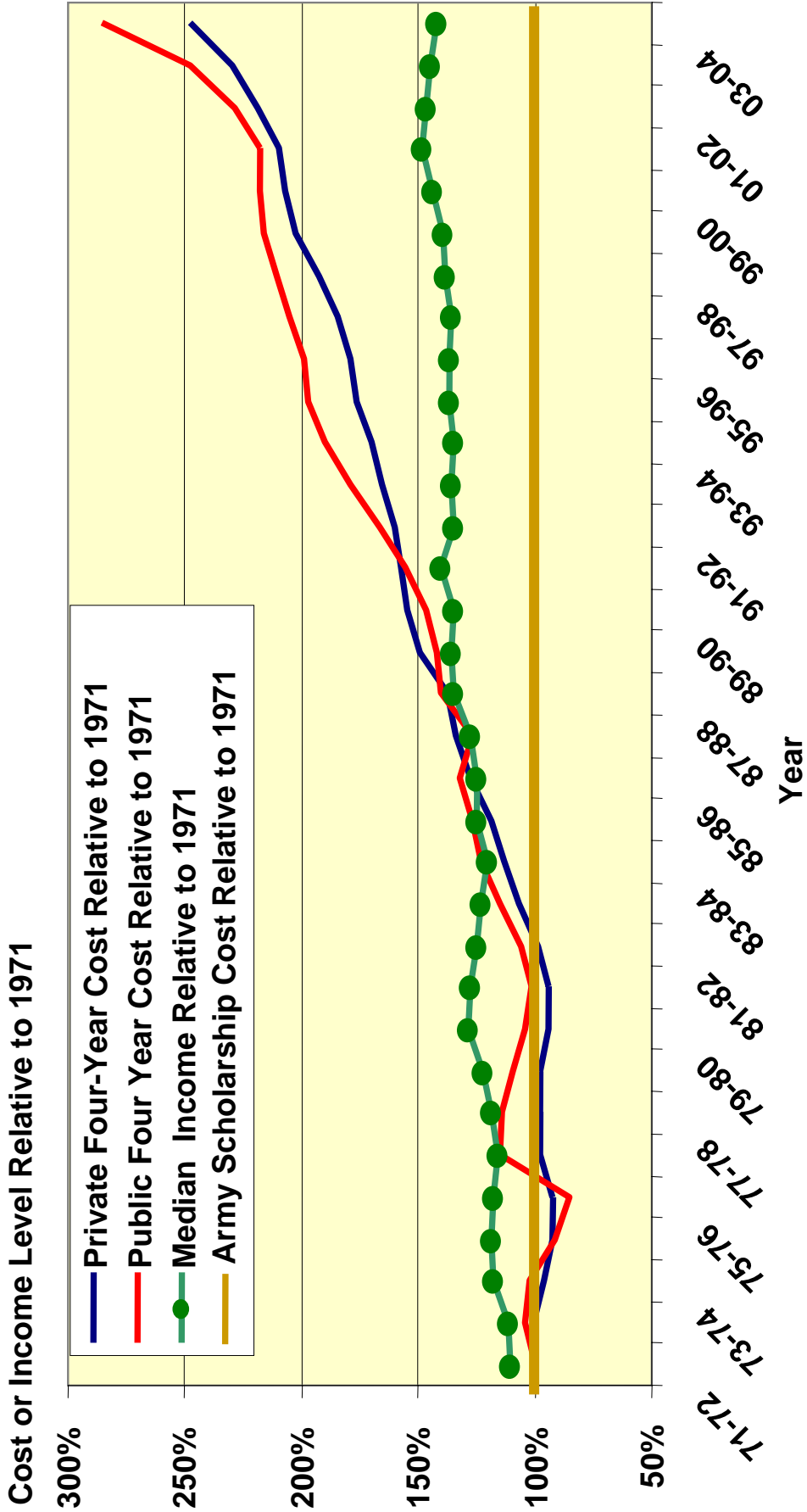
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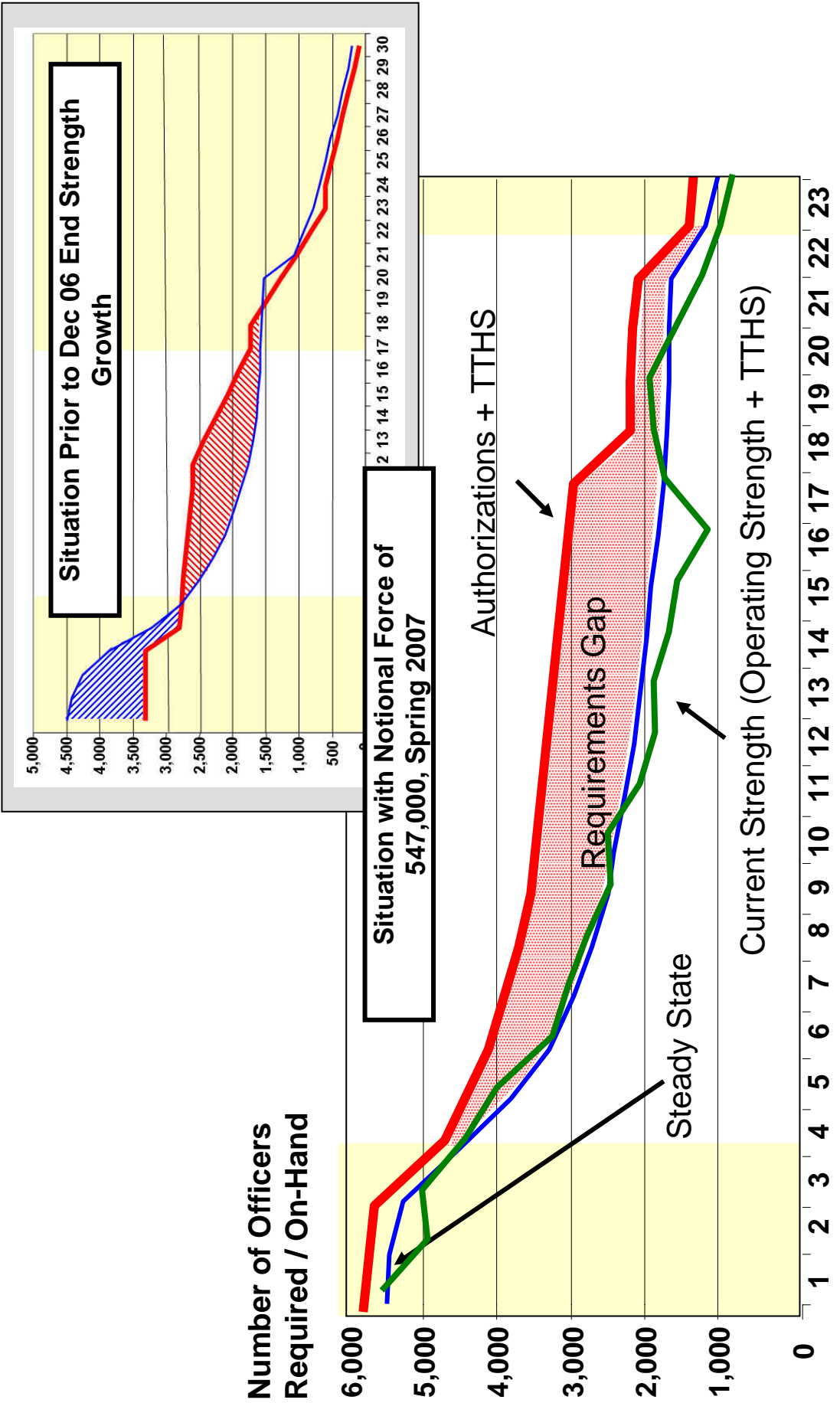
Since 1970, The Cost of a Bachelors Degree has Risen Dramatically Compared with Household Ability to Pay (Income).

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**Colleges Use Financial Aid Statements to Estimate Household Ability to Pay. They Offer Financial Aid to Narrow the Gap Between Tuition Costs and Ability to Pay. In Other Words, They Price Discriminate**



# The Army Confronts a Persistent Officer Requirements "Gap"

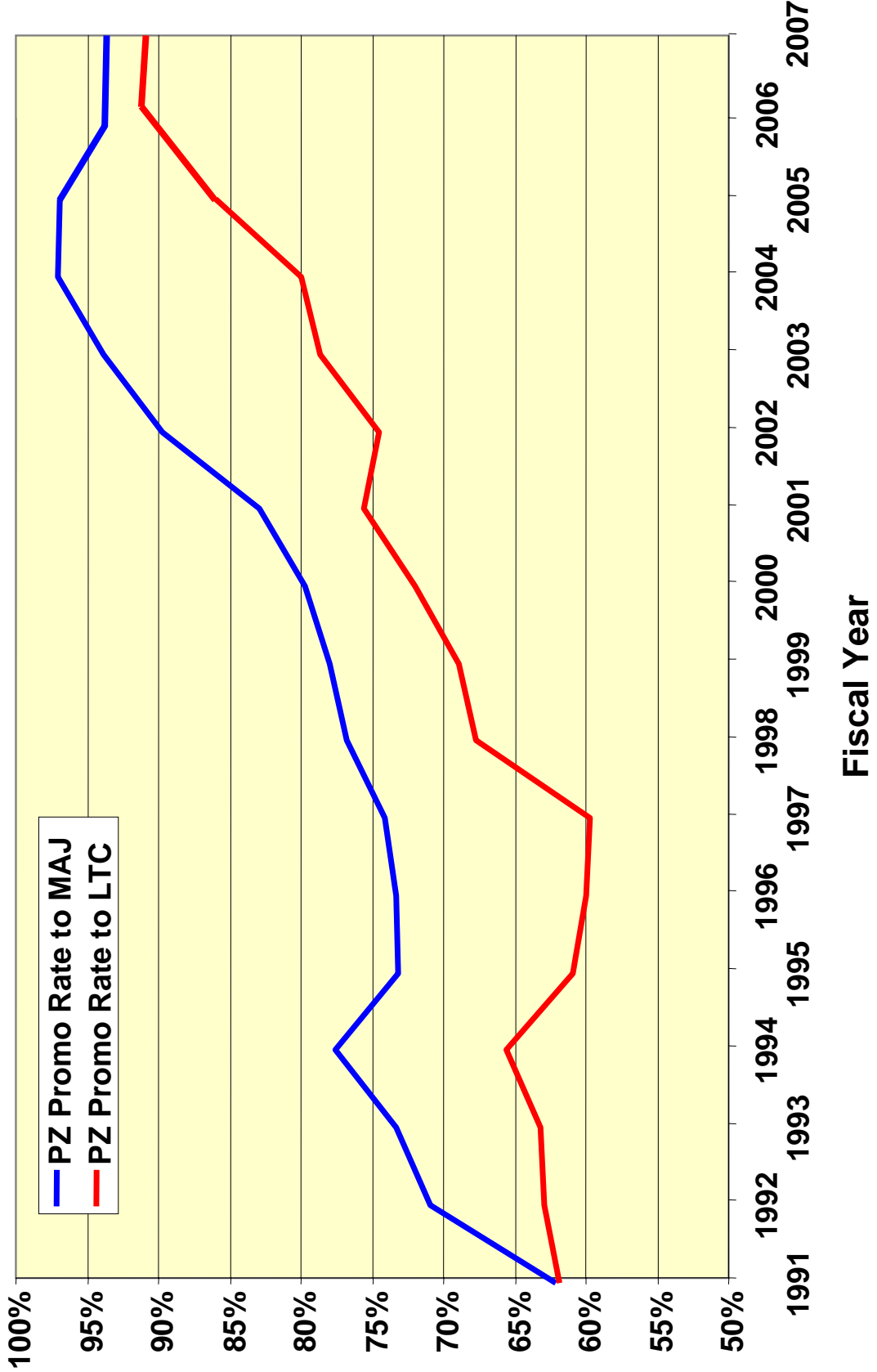


Years of Service

# In an Effort to Close the Officer Requirements Gap the Army Has Lost Discretion Over Officer Promotions

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## Competitive Category Primary Zone Promotion Rate by Fiscal Year



## Class of 2007 Cadets Participated in the Service Incentive Program at High Rates Driving Up Expected Eight-Year Continuation Rates from 47% to 66%

Source of Commission	Branch for Service Cadets	Graduate School for Service Cadets	Post for Service Cadets	Total Participants (Eligible) [Percentage]	Man-Year Gain*	Eight-Year Continuation Rate Actual** (Projected)
USMA	142	199	8	349 (989) [35%]	995	41% (56%)
ROTC	721	306	156	1,183 (2,402) [49%]	3,494	49% (69%)
ROTC 4 & 3 Year Scholars	258	131	53	442 (1,081) [41%]	1,291	41% (57%)
ROTC 2 Year Scholars & Non-Scholars	463	175	103	741 (1,321) [56%]	2,203	55% (78%)
<b>TOTAL</b>	<b>863</b>	<b>505</b>	<b>164</b>	<b>1,532 (3,391) [45%]</b>	<b>4,489</b>	<b>47% (66%)</b>

Notes: \* ½ man year credit for Aviators, 3 man year credit for all other participants

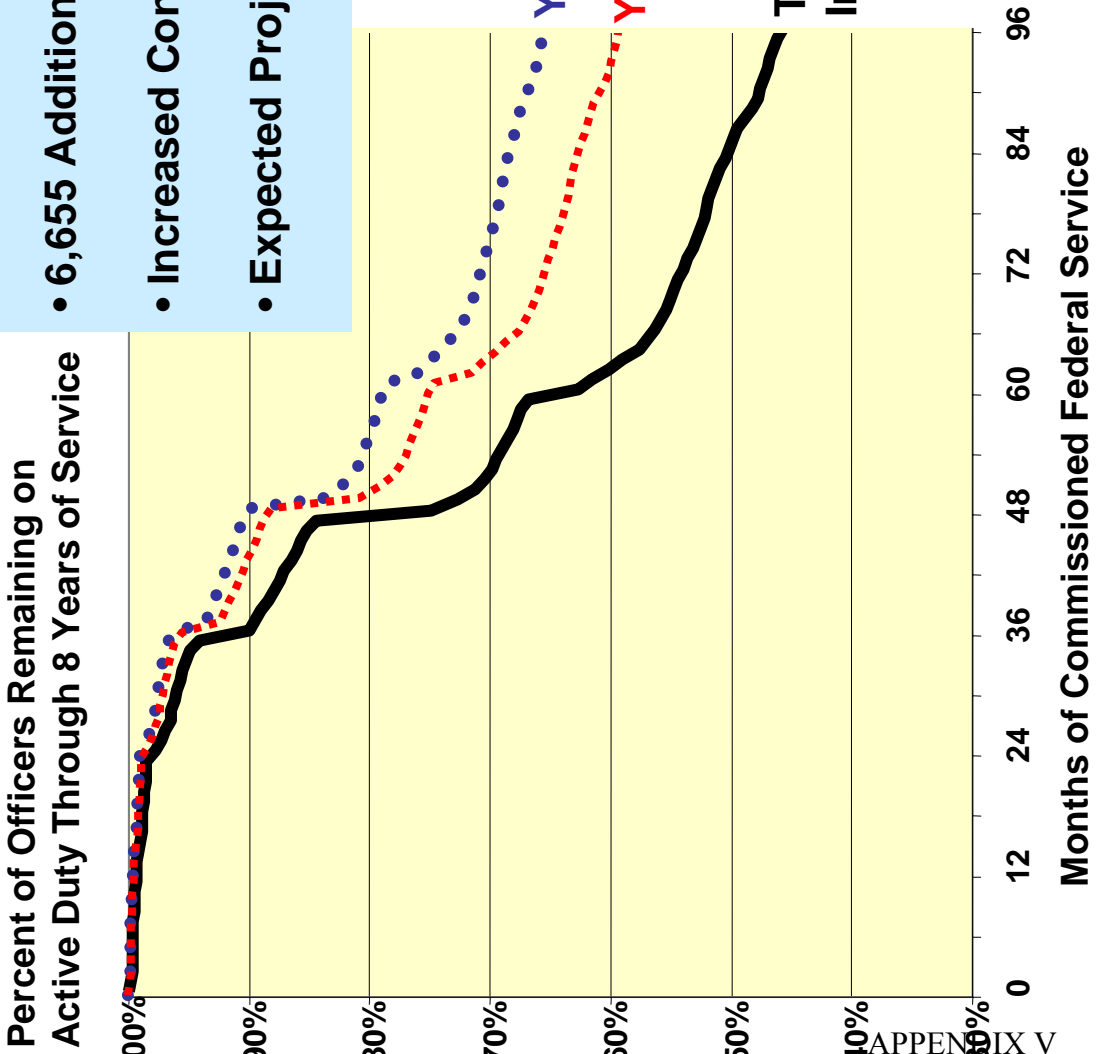
[Aviators (T,B,G,W): USMA(105, 26, 21, 48) ROTC(151, 76, 22, 12) ROTC34(87, 34, 14, 11) ROTC2N(64, 42, 8, 1)]

\*\* Actual continuation rate is based on the average eight-year continuation rate for officers in year-groups 1991-1998. Projected 8-year continuation rate for ROTC graduates contains a conditional 89% probability adjustment for each scholarship level.

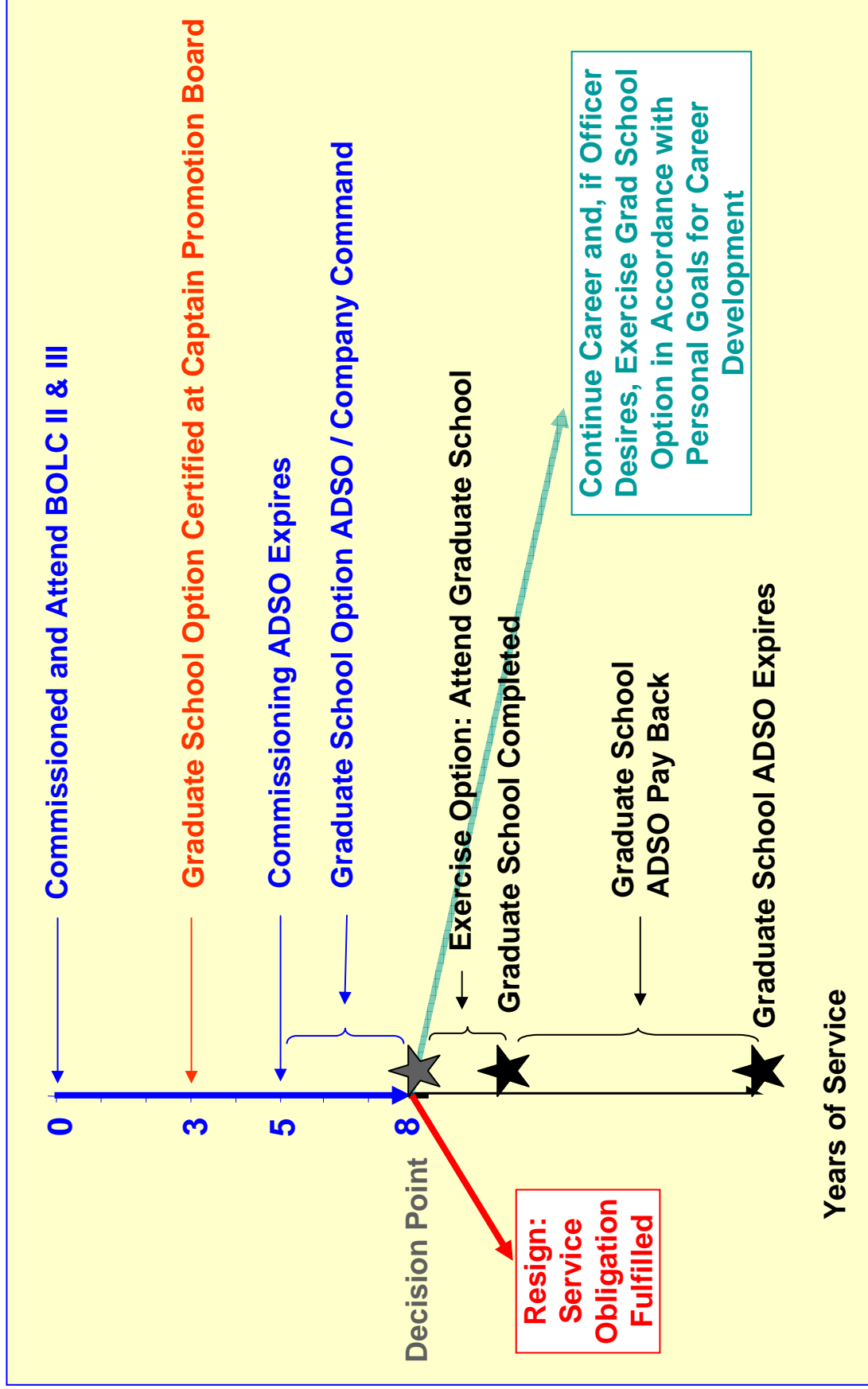


# Phase 1 “Building the Bench” Career Incentives Are On Track to Substantially Raise Junior Officer Continuations and Stanch the Exodus of Young Leaders

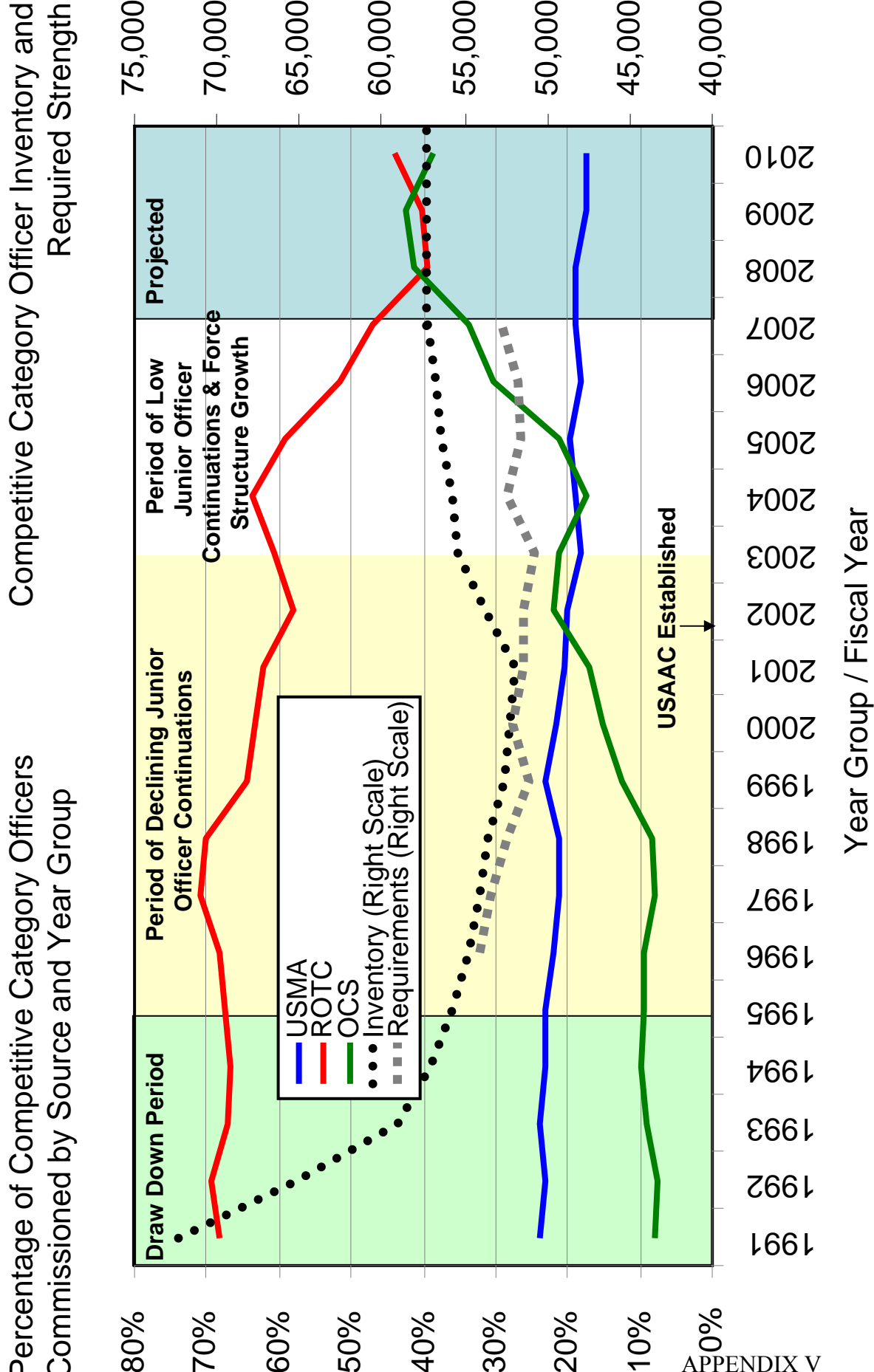
- Pre-Commissioning Officer Retention Program Results**
- 6,655 Additional Man-Years of Obligated Service
  - Increased Continuation Rates from 47% to 66%
  - Expected Project Savings Exceed \$20 billion (NPV)



# Typical Timeline for USMA Graduates Participating in the Graduate School for Service Program



OCS Accessions Have Increased While ROTC Accessions Have Decreased as a Percentage of All Officer Accessions Since the Late 1990s. This Shift in Officer Mix Occurred During a Period of Stable Officer Requirements.



# Key Points from Middle States

- “...One of the major responsibilities of the governing body is to **select, determine compensation for, and evaluate the chief executive officer...**”
- “The governing body also has responsibility to **plan appropriately for transitions in institutional leadership.**”
- “In financial affairs, the members of the governing body should confine themselves, as they do in academic matters, to a **basic policy-making role...**”
- “The governing body is **responsible for the financial integrity** of the accredited entity.”
- “It is often the role of the governing body to **oversee at the policy level** the quality of teaching and learning, to **approve degree programs and the awarding of degrees**, to **establish personnel policies and procedures** (including salary schedules), to conduct or to direct the conduct of collective bargaining agreements where appropriate, to encourage research, and to **approve policies and by-laws.**”

# Title 10, Subtitle B, Part III, Chapter 403, Section 4355

- “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.”
- “...the Board shall submit a written report to the President of its action, and of **its views and recommendations** pertaining to the Academy.”

- Last review -1999
- Periodic Review – 2005 and identified areas of concern:
  - Resource Management
  - Strategic Planning and Institutional Assessment
  - Faculty/Student Diversity and Integration

# Basis for Research Questions

- Highlight compliance with fundamental elements of MSCHE Standards
- Highlight areas where USMA excels
- Highlight unique and/or exceptional nature of our work in comparison with benchmarked schools.
- Highlight areas where the Army needs to better support USMA
- Highlight areas identified by PRR
- Highlight areas that are sensitive

# What are the goals of a self-study?

- To produce an accurate self-assessment
- To produce a shared vision
- To identify strengths and weaknesses of USMA
- To inform our strategic planning and assessment processes
- To communicate the relevance of USMA to the Army and the Nation
- To identify areas that require assistance from DA
- To renew accreditation



## Why is the ESG West Point's Governing Board?

- The ESG is equivalent to other governing boards
- Members: Sec of the Army, Assist Secretary of the Army, CSA, VCSA, AWC Commandant, Superintendent, and others IAW the Sec of the Army
- Concerned with the product/outputs
- Support, oversee, and assess all activities
- Can provide resources
- Has authority to select and dismiss the Superintendent

# ABET Accreditation Benefits

- ABET accreditation is external certification of program quality.
- Assessment process requires evidence students are making progress towards program goals.
- Constituency feedback ensures programs' curricula and required skills support needs of the Army and the professions.
- ABET requires multi-disciplinary team experience.
- Self-study preparation encourages sharing of ideas among programs.

# NCAA Division 1 Athletics Certification

— Second Cycle —  
2007-2009



Update for BoD  
November 2007

# Tasks Accomplished

- Submitted USMA Written Plan NCAA.
- Conducted organization meeting for steering committee and three subcommittees.
- Conducted NCAA orientation videoconference for steering committee and three subcommittees.
- Submitted to NCAA tentative dates for peer-review team evaluation visit in Fall 2008 (coordinated through Ms. Piper-Rader).

**NCAA Division 1A Certification**

# Ongoing Activities

- Subcommittees compiling data in accordance with NCAA Self-Study Instrument.
- PAO working on publicity campaign; purpose is to seek community input in three subcommittee areas.
- First steering committee meeting scheduled for 6 Nov.
  - Review progress of self-study data collection.
  - Seek guidance and assistance from steering committee.
  - Establish schedule for subsequent steering committee meetings.
- No significant issues identified at this point.

**NCAA Division 1A Certification**

# Key Upcoming Events

- Sep 07-Feb 08:
  - Subcommittees gather data.
  - Conduct publicity campaign.
- Mar-Apr 08:
  - Staff self-study report; Superintendent review and approval.
  - Submit self-study report to NCAA by 30 Apr 08.
- May-Aug 08:
  - NCAA reviews self-study report.
  - Revise and clarify report as necessary
- Sep-Oct 08:
  - Host NCAA peer-review team visit.
- Feb 09:
  - NCAA renders final decision on certification.

**NCAA Division 1A Certification**

# Key Personnel

- Chair, Steering Committee:  
Colonel Lance Betros, Department of History
- Chair, Governance and Rules Compliance Subcommittee:  
COL Robin Swope, SJ
- Chair, Academic Integrity:  
Colonel Mike Meese, Department of Social Sciences
- Chair, Equity and Student-Athlete Well-Being:  
LTC Craig Flowers, Director of Cadet Activities
- Self-Study Report Editor:  
Lieutenant Colonel Michael Stoneham, Department of English

**NCAA Division 1A Certification**

CLASS	Admit	ACTUAL						PROJECTED						
		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014			
2005	1189	937												
2006	1197	901	866											
2007	1314	1083	1029	991										
2008	1224	1114	1033	1007	976									
2009	1251		1122	1050	1016	979								
2010	1311			1202	1107	1060	1022							
2011	1305				1198	1109	1062	1023						
2012	1315					1181	1093	1047	1009					
2013	1315						1181	1093	1047	1009				
2014	1315							1181	1093	1047	1009			
2015	1227								1102	1020	977			
2016	1308									1174	1087			
2017	1313										1179			
TOTAL CADET														
CORPS SIZE		4035	4050	4250	4297	4329	4358	4344	4251	4250	4252			



# OTHER ACCREDITATION PROGRAMS

- Accreditation Board for Engineering and Technology (ABET)
  - Assures programs (engineering/computer science/IT) meet quality standards set by these professions
- NCAA Certification
  - Bring institutional oversight back into athletic program

# HONOR STUDY GROUP

- **Purpose:** Conduct an in-depth review of the state of the Honor Code and Honor System at USMA
- **Group Composition:** GEN (Ret) Franks (Chair)
  - Select members of Academy staff
  - MG (Ret) John Altenburg- Former Deputy JAG
  - Dr. Len Marrella- author *In Search of Ethics*
  - Current and previous Cadet Honor Captains
- **Issues Addressed:**
  - The current Honor climate

- Alcohol as a defense

*“It’s important to periodically put the spotlight on our Honor System and check its health. There are no specific reasons why we should do this right now... it’s just time” .. LTG Hagenbeck*

- Plagiarism

- Cadet “legal advice”

# What is the process?

- Schedule:
  - Sept 06 (Attend MSCHE workshop);
  - Spring 07 (Self-Study Design Drafted);
  - **Sept 07-May 08 (Self-Study Drafted);**
  - June 08-June 09 (Self-Study Staffed);
  - Fall 09 (MSCHE team visit)
- Eight working groups; over 100 faculty/staff directly involved
- Institution-wide
- Based on the Middle States' pubs, Fundamental Elements
- Honest self-assessment, key to improvement
- Last review -1999
- Periodic Review – 2005 and identified areas of concern:
  - Resource Management
  - Strategic Planning and Institutional Assessment
  - Faculty/Student Diversity and Integration

# **MATERIALS FURNISHED TO THE 2007 BOARD OF VISITORS**

## **Report of the 2007 Board of Visitors**

### **ORGANIZATION MEETING**

#### **Read Ahead Material:**

#### **Presentations/Handout Materials:**

Brochure: *What Makes An Army Student-Athlete*  
Presentation Slides  
Proposed Meeting Dates for 2007  
USMA Board of Visitors Inquiry Plan for CY 2007

### **SPRING MEETING**

#### **Read Ahead Material:**

Summarized Minutes from Organizational Meeting  
Draft Revision of Board Rules  
Board Member Subcommittee Proposal

#### **Presentations/Handout Materials:**

Presentation Slides  
Secretary of the Army Information Paper, Subject: USMA Residential Communities Initiative (RCI) Project  
USMA Board of Visitors Inquiry Plan for CY 2007 (Spring Revision)

### **SUMMER MEETING**

#### **Read Ahead Material:**

Summarized Minutes from Spring Meeting

#### **Presentations/Handout Materials:**

Presentation Slides

### **FALL MEETING**

#### **Read Ahead Material:**

Summarized Minutes from Summer Meeting  
USMA Responses to the 2006 Recommendations to the Board

#### **Presentations/Handouts:**

Presentation Slides  
Proposed 2008 Inquiry Plan  
Proposed Meeting Dates for 2008 (Organizational and Spring)

## AN EXTRACT OF THE UNITED STATES CODE

### SECTION 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 members.
- (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 view 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 is entitled to not more than \$5 a day and shall be reimbursed under Government travel regulations for his travel expenses.

CHARTER  
UNITED STATES MILITARY ACADEMY BOARD OF VISITORS

- A. Official Designation: The Committee shall be known as the United States Military Academy Board of Visitors (hereafter referred to as the Board).
- B. Objectives and Scope of Activities: The Board, under the provisions of 10 U.S.C. § 4355, and the Federal Advisory Committee Act of 1972, as amended, shall provide the President of the United States independent advice and recommendations on matters relating to the U.S. Military Academy, to include but not limited to morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, and academic methods.
- C. Board Membership: The Board shall be composed of not more than 15 members. Under the provisions of 10 U.S.C. § 9355 (a), the Board members shall include:
- a. The Chairperson of the Committee on Armed Services of the Senate, or designee;
  - b. Three other members of the Senate designated by the Vice President or the President pro tem of the Senate, two of whom are members of the Senate Committee on Appropriations;
  - c. The Chairperson of the Committee on Armed Services of the House of Representatives, 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, who are not Federal officers or employees, shall be appointed by the Secretary of Defense and shall serve as Special Government Employees under the authority of 5 U.S.C. § 3109. Board Members shall, with the exception of travel and per diem for official travel, serve without compensation.

Board Members designated by the President shall serve for three years; however, 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 Board Member dies or resigns, the official who designated the original Member shall designate a successor Member who shall serve for the remainder of the term. The Board Members shall select the Board Chairperson from the total membership.

- D. Board Meetings: The Board shall meet at the call of the Designated Federal Officer, in consultation with the Chairperson, and the estimated number of Board Meetings is four per year. The Board shall be authorized to establish subcommittees, as necessary and consistent with its mission, and these subcommittees or working groups shall operate under the provisions of the Federal Advisory Committee Act of 1972, as amended and other appropriate Federal Regulations.

Such subcommittees or workgroups shall not work independently of the chartered Board, and shall report their recommendations and advice to the Board for full deliberation and discussion. Subcommittees or workgroups have no authority to make decisions on behalf of

the chartered Board nor can they report directly to the Agency or any Federal officers or employees not Board Members.

In addition, the Board, pursuant to 10 U.S.C. § 4355(d) through (f), shall visit the U.S. Military Academy annually. Board Members, with the approval of the Secretary of the Army, may make other visits to the U.S. Military Academy in connection with their Board Member duties or to consult with the Superintendent of the Academy. The Board, when visiting the U.S. Military Academy, shall inquire into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the U.S. Military Academy that the Board decides to consider. Within 60 days after its annual visit to the U.S. Military Academy, the Board shall submit a written report of its actions, views, and recommendations to the President of the United States. Any report of a visit, other than the annual visit, shall, if approved by a majority of the Board Members, be submitted to the President of the United States within 60 days after the Board's approval.

- E. Duration and Termination of the Board: Pursuant to 10 U.S.C. § 4355 the need for this advisory function is on a continuing basis; however, the Charter for the Board is subject to renewal every two years.
- F. Agency Support: The Department of Defense, through the Secretary of the Army, the Army Deputy Chief of Staff for Personnel, and the United States Military Academy shall provide support as deemed necessary for the performance of the Board's functions, and shall ensure compliance with the requirements of 5 U.S.C., Appendix.
- G. Operating Costs: It is estimated that the annual operating costs, to include travel costs and contract support, for this Board is \$70,000.00. The estimated annual personnel costs to the Department of Defense are 1.0 full-time equivalent (FTEs).
- H. Charter Filed: October 1, 2006

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