

# **MEETING OF THE U.S. MERCHANT MARINE ACADEMY**

## **BOARD OF VISITORS**

**WEDNESDAY, 14 DECEMBER 2022**

### **VIRTUAL MEETING**

#### **ATTENDEES:**

**BOARD OF VISITORS MEMBERS:** Representative Salud Carbajal (CA), Representative Tom Suozzi (NY), Senator Roger Wicker (MS), Senator Tammy Duckworth (IL), Representative Mickie Sherill (NJ), Representative Jack Bergman (MI), Representative Andrew Garbarino (NY), Jennifer Boykin, Eugene Lutz, Francis Brooke, BG Anthony Tata, USA, (Ret), RADM Michael Wettlaufer, USN, VADM Peter Gautier, USCG, Dr. Henry Marcus

**U.S. DEPARTMENT OF TRANSPORTATION (DOT), MARITIME ADMINISTRATION (MARAD), AND U.S. MERCHANT MARINE ACADEMY OFFICIALS:** VADM Joanna Nunan (Superintendent), RDML Sue Dunlap (Deputy Superintendent), Maritime Administrator Ann Phillips, RDML USN (Ret.), Deputy Maritime Administrator Lucinda Lessley, MARAD Chief Counsel Tamekia Flack, MARAD Executive Director Jack Kammerer, Julianne Rhinebeck (Advisor to the Administrator), Dr. Shashi Kumar (Deputy Associate Administrator and National Coordinator of Maritime Education), RDML John Ballard (Academic Dean and Provost), Anton Tripolskii (Director, Office of Sexual Assault Prevention and Response), CDR Drew McCarthy, Rebecca MacPherson, Kris Schnatz (Athletics Director), Kristen Amarosa and Chris Piechocki (MARAD Office of Congressional Affairs), and Mary Grice (MARAD Board of Visitors Designated Federal Officer (DFO)).

#### **PURPOSE:**

To brief the Board of Visitors (Board) on the state of the U.S. Merchant Marine Academy (USMMA, Academy), as required. This was the second Board meeting in 2022 and was held virtually via Zoom.

#### **MEETING CALL TO ORDER**

Mary Grice (DFO) opened the virtual meeting shortly after 9:00 a.m. by welcoming the BOV and participants joining virtually. Ms. Grice took a roll call of the BOV members and confirmed 12 participating (or their designated representatives), to include: Representative Salud Carbajal, Representative Tom Suozzi, Senator Tammy Duckworth, Representative Jack Bergman, Representative Andrew Garbarino, Jennifer Boykin, Eugene Lutz, Francis Brooke, Anthony Tata, BG USA (Ret), RADM Michael Wettlaufer, VADM Peter Gautier, Dr. Henry Marcus. Congressional staff in attendance in place of members included: Dion Williams (Representative Tammy Duckworth), Willy Tolba (Representative Mickie Sherill), and Andrew Bichlmeier (Representative Wicker).

Ms. Grice introduced MARAD and USMMA leadership participating in the meeting, and then turned the meeting over to Co-Chair Representative Carbajal for opening remarks.

## **OPENING REMARKS:**

Representative Carbajal began his opening remarks by thanking everyone and explained that this would be Representative Suozzi's last meeting. He saluted Representative Suozzi for championing the Academy's needs, thanked him for his many years of service, and made note that the BOV would like to invite him to the next meeting to recognize him for his great support.

Representative Carbajal went on to welcome Administrator Phillips, Admiral Nunan, and thanked Deputy Administrator Lessley for her service and for stewarding so many efforts at the Academy. He then recognized that Keith McLiverty had contacted him to request an opportunity to say a few words and made note that he would like to allow him the opportunity to do so during the meeting. He asked that Mary Grice (DFO) identify when it would be best to allow Mr. McLiverty to speak.

Representative Carbajal announced that he and Representative Suozzi would have to leave at 9:45 to deal with other business, so any vote would need to take place before then. He then requested if the BOV had achieved a quorum. Kristen Amarosa identified that there were twelve members, which met the quorum of nine. Representative Carbajal then turned the meeting to Representative Suozzi for opening remarks for his last meeting.

Representative Suozzi thanked Representative Carbajal, and also recognized Deputy Administrator Lessley for her support in helping the BOV get through difficult times. He also welcomed Administrator Phillips and Superintendent Nunan. He then shared concerns that the Academy had not gotten the attention it needs but emphasized that efforts taken up by MARAD, the Academy and Congress would help meet significant needs for capital planning and addressing sexual assault and harassment issues that have taken place. He also recognized the support from the Parents Alumni Association, and their attention to ensure the Academy continues to function and support the exceptional mariners despite many challenges.

Representative Carbajal thanked Representative Suozzi for his remarks and turned the meeting over to the DFO to play a video from Transportation Secretary Peter Buttigieg addressing the BOV. Due to technical difficulties with sound, the video was not properly played. Given the tight agenda, the DFO continued the meeting while the Academy worked to address the issue. The DFO then turned the meeting over to Administrator Phillips for remarks.

Administrator Phillips addressed the BOV, thanking them for their time and continued service to the Academy. She also recognized Representative Suozzi for his committed service and tireless advocacy on behalf of the Academy to get the Capital Improvement Plan (CIP) Program up and running, championing efforts to enroll the first carriers in EMBARC (Every Mariner Builds A Respectful Culture), and previewed that more details on the tremendous progress made thus far would be covered later in the meeting. The Administrator went on to say that since joining MARAD in May, addressing the challenges at the Academy is one of her highest priorities, and that since the last BOV meeting, MARAD has made considerable progress, which would be briefed in the meeting, along with updates to strategic efforts underway.

Admiral Phillips thanked Deputy Administrator Lessley for her continued unrelenting work, and efforts in making progress at the Academy that has resulted in considerable changes. She then addressed some of the tangible progress made, to include the new campus-wide maintenance contract awarded, the now fourteen commercial carriers enrolled in EMBARC and the new office stood up to oversee the EMBARC program, and carrier compliance to help keep young men and women safe at sea during their essential sea year training.

The Administrator also stated that the EMBARC office is led by Captain Todd Kutkiewicz, who is a USMMA graduate. She thanked the BOV members of Congress participating in the meeting for their work on the National Defense Authorization Act, which she noted provides critical authorities and support for the Academy and MARAD. She also recognized key members and leadership at the Academy, and particularly the new Superintendent VADM Joanna Nunan who was just recently installed on December 8<sup>th</sup> and is the first woman to hold the position; she also noted that she is supremely qualified to lead the Academy, and is a licensed mariner. She also reinforced that Admiral Nunan has her full support, as well as the full support of the Secretary. Administrator Phillips then turned the meeting over to VADM Nunan for her remarks.

VADM Nunan thanked Administrator Phillips and the Secretary for the opportunity to serve in the position and expressed that the Academy is an incredible place. She expressed that she looked forward to hosting everyone at the Academy for the next BOV meeting in the spring so they could meet the Midshipmen, and the dedicated faculty and staff. She shared there was a 45<sup>th</sup> Festival of Lights at the Academy that would take place on the evening of December 14<sup>th</sup>, which would allow everyone to see the talent at the Academy, including the beautiful Chapel with an altar that has three sides representing Catholic, Protestant, and Jewish religions.

Admiral Nunan highlighted that there are fundamental issues at the Academy, and a feeling of being defeated or forgotten. She shared that she was alarmed at some of the things seen when walking around the campus that seem to be normalized that should not be, such as sewage coming up out of a drain or inadequate water pressure. She made note that there are things that can be handled right away that should not wait on a long-term contract to fix, and that when a maintenance contract is in place to handle these issues that they need to be held accountable to ensure that the work is completed.

Admiral Nunan then closed her remarks by sharing her excitement to be at the Academy. She mentioned that they cannot afford to fail, as it would impact National security, and the ability to create incredible leaders. She closed to say the team will brief the members on the status of where the Academy is with the different strategic efforts, and that she looked forward to welcoming everyone on campus in the spring. Mary Grice then turned the meeting over to Representative Carbajal for board business.

## **BOARD BUSINESS:**

### **May Meeting Minutes:**

The first board business item to address was for the Board to adopt the minutes from the May 13, 2022 meeting. The draft minutes were shared with the BOV on December 12, 2022, for their

review. Representative Carbajal moved that the BOV adopt the minutes and asked for a second. Representative Bergman provided a second motion to adopt the minutes.

Representative Carbajal then motioned to the Board that all those in favor for posting the minutes, and all voted aye, with no objections.

**Amended Charter:**

The next board business item was the amended Charter, which was provided in advance of the meeting on November 12, 2022 for the BOV to review. Representative Carbajal then motioned for approval of the amended charter.

Jennifer Boykin had a question on what the filing date is for the charter, since it expires in two years. Mary Grice noted the date of original Charter was March 13, 2022, and that the amended Charter does not amend the date of the initial filing. Therefore, the amended Charter expires two years from the original date of filing the initial Charter, which would be March 13, 2024. Ms. Boykin then expressed her appreciation for the changes to the Charter and moving to three meetings a year, with one at the Academy, and had no further comments.

Representative Carbajal motioned for approval, and all approved unanimously with no objections.

**Elections:**

Representative Carbajal then moved to elections as the next item. He motioned that the Board postpone elections for the next meeting. He expressed that given the changes in leadership in the House of Representatives, there could be modifications to appointees. He motioned that the Board should motion to postpone elections. Representative Suozzi seconded the motion to move the elections to the next meeting. Representative Carbajal motioned to the Board for approval, and all approved with no objections.

**Next Meeting:**

Representative Carbajal asked the Board if they would like to identify the possible dates now for the next three meetings or have the Academy work with the staff to identify.

Eugene Lutz asked that they survey the Board to identify what the best months would be when members were available. He discussed that the general understanding is that the Superintendent would like to have the next meeting take place in person at the Academy in the first quarter of 2023.

Admiral Nunan recommended they look at a date in late March or early April 2023 that coincides with the Battle Standard Dinner at the Academy. The plan would be for a dinner on a Thursday evening, and then the BOV meeting following on Friday.

Jennifer Boykin recommended that the meeting minutes reflect no later than April to have the next meeting. Admiral Nunan had no objections to the recommended timeframe.

Representative Carbajal then motioned to hold elections at the next meeting, and that the meeting would be held no later than April.

Representative Suozzi seconded the motion, and Representative Carbajal then asked for all those in favor. There were no objections from the members.

**Report and December Meeting Minutes:**

The next board item for discussion was the report and meeting minutes for the December meeting. Jennifer Boykin requested that the minutes from the December meeting be ready for the Board within two weeks of the meeting for review and approval. She also requested that the board review any report that is submitted to the President, on behalf of the BOV, for their approval. She expressed concerns with the process and shared that two weeks is typically the right length of time to get minutes out. Ms. Boykin asked that these administrative actions be taken up by the Board for their review and acceptance.

Representative Carbajal thanked Ms. Boykin for raising this and noted that he thought the recommendation was reasonable. He then noted in a meeting he discussed the report previously with Administrator Phillips and Deputy Administrator Lessley, and their recommendation was that the May minutes, along with a cover page to summarize what the efforts the Board were working on, should be prepared to submit as the report. If the Board motions to do so, this approach would be brought up at the next meeting for approval.

Representative Garbarino expressed that we are only required to do a report following an in-person meeting at the Academy. He noted that this was an annual requirement.

Representative Suozzi then shared the section of the May meeting minutes referencing the report. "Representative Suozzi asked that George Rhynedance (DFO) and Kristen Amarosa work along with his staff and hopefully, the new vice chairman, to help craft that report, and to identify a chairman from the Senate to try and prepare this report. Representative Suozzi indicated he wanted to see the report and offer it to all the Board members for review. George Rhynedance indicated that staff would ensure this occurred." Representative Suozzi noted that this did not occur and that George Rhynedance left his position. He reiterated the recommendation by Administrator Phillips and Deputy Administrator Lessley to prepare the cover letter and submit this along with the May meeting minutes, which could then be approved by Co-Chair Carbajal.

Representative Carbajal recommended that since the Board already approved the May minutes today, and since the cover letter would only provide a summary of what they approved, that this was not something new for the Board to review and approve. Instead, he suggested the Board could move forward to approve the motion in the meeting today. He then asked if the Board agreed to a motion to do so, and that they could then discuss.

Representative Suozzi concurred with motion, and Jennifer Boykin seconded the motion.

Representative Carbajal asked if there was any further discussion, and Jennifer Boykin reiterated that the minutes reflect the report, and that the minutes be provided to the BOV within the two weeks of the meeting for their review.

It was also further reiterated that the report is required after the annual visit to the Academy.

Representative Carbajal noted that the motion had been made and seconded, and that there was no further discussion. Representative Suozzi then asked who would provide the draft minutes for the BOV review. Mary Grice responded that the DFO is responsible, and that MARAD would work to get the minutes to the Board within the two-week timeframe.

Representative Carbajal noted that all action items be highlighted at the end of the meeting and followed up on to ensure deadlines were met. He then asked for a vote on these actions - All responded aye, with no objections.

#### **EMBARC Program Update – Dr. Shashi Kumar**

Representative Carbajal then passed the meeting to Dr. Shashi Kumar for an update on the EMBARC initiative. Dr. Kumar stated that they were one day from the anniversary date of initiating the EMBARC requirements, which was December 15, 2021. With that, he highlighted what had been accomplished over the past year. This included 14 vessel operators now enrolled in the program, the establishment of the Office of Cadet Training and at Sea Safety (OCTAS) with a Director and two staff members now onboard, and two more hires in progress, and a sixth position through the College Pathway program. He also highlighted the EMBARC Program was published in the Federal Register for comments, and that two quarterly meetings were held with all stakeholders to receive comments on the program, and that a Cooperative Agreement with Ship Operations Cooperative Program (SOCP) was in place to support the development and update of training materials specifically to support EMBARC.

Representative Carbajal noted that he and Representative Suozzi would need to leave the meeting, as initially planned, for other commitments. He then passed the meeting to Mary Grice (DFO) to continue to facilitate the agenda.

#### **STRATEGIC PRIORITIES:**

##### ***Strategic Priority #1 – Educational Program: RDML Ballard***

Ms. Grice introduced RDML Ballard to brief the BOV on the first strategic priority of the Academy's strategic plan, the educational program. RDML Ballard thanked the members of the BOV for their ongoing support and informed the BOV that all members of the USMMA class of 2023 had successfully completed Sea Year and were slated to graduate on time. He shared that as of November 30, 241 USMMA cadets had earned sea time on Military Sealift Command ships, 217 cadets had earned sea time on EMBARAC-enrolled commercial vessels, 81 cadets had earned sea time on EMBARC-enrolled Ready Reserve Force ships, and 67 cadets had earned sea time on vessels operated by the Coast Guard, U.S. Navy, and NOAA.

RDML Ballard indicated that USMMA was very happy with the results of the completed sea year and thanked a variety of people for making it possible including the Academy's training representatives and members of the BOV. In addition, he highlighted that all members of the current split had been assigned vessels and that only one training vessel would be used for

around 30 cadets. He noted that otherwise USMMA was on track to get back to the normal course of commercial priorities of sea year assignments.

RDML Ballard then moved on to discuss the new three trimester academic program and how USMMA completed the revision of over 140 course syllabi to improve the outcomes-based assessment model, and to include the better use of hybrid learning modes. In addition, he highlighted that USMMA was in the second year of COVID-19 impacts and that there was a deficit in learning across the country and at USMMA. To combat COVID-19's negative impact on student learning, USMMA has increased the number of adjunct professors, tutors, and mentors to help the students who are in an academic deficit. The midshipman tutoring program has also substantially increased in size to assist with struggling students. RDML Ballard stated that there has been great progress with student's recovering from these academic deficits. He noted there were 18 deficient students in the first trimester, down from 24 in 2021.

He then discussed the upcoming accreditation actions that will occur at the Academy over the next few years. ABET will be the Summer of 2023, USCG the Fall of 2023, and MSCHE the Fall of 2024 or Spring of 2025. RDML Ballard stated that he believes the Academy is well prepared for each of these accreditation reviews.

***Strategic Priority #2 – Institutional Culture: RDML Dunlap, Anton Tripolskii, and CDR McCarthy***

RDML Dunlap began by going over the Sexual Assault Prevention and Response Office (SAPRO), updating the group that USMMA onboarded a SAPRO Director in September and promoted a Victim Advocate/Prevention Educator to fill the Sexual Assault Response Coordinator position. She highlighted that the only current vacancy in SAPRO was the new Victim Advocate/Prevention Educator and made note that the position would be posted soon. RDML Dunlap explained how SAPRO is hiring a subject matter expert to review the program, as well as preparing a contract for administrative investigations of sexual assault, sexual or gender-based harassment, relationship violence, and stalking.

Anton Tripolskii, the Director of the Sexual Assault Prevention Response office, then presented SAPRO's current key projects. They included advocating for survivors, educating the Academy community, shifting the Academy culture, strengthening policies & partnerships, and building effective systems. Mr. Tripolskii discussed how there is now concurrent jurisdiction at the Academy which means misdemeanor crimes of sexual assault, relationship violence, stalking, and most felonies alleged to have occurred on campus can now be referred to local law enforcement agencies. He explained that sexual assault survivors would now be advised of their right, to notify, or not notify, local law enforcement.

CDR McCarthy thanked everyone for their time in attending the BOV and discussed how midshipmen, faculty, and staff highlight diversity through activities, guest speakers, and planned initiatives. He mentioned that this is seen through USMMA monthly themes such as the one for December: reliability. He also highlighted a diversity peer educator program on how to interact with peers.

***Strategic Priority #3 – Infrastructure: Rebecca MacPherson***

Ms. MacPherson thanked everyone for attending the BOV meeting and mentioned how crucial it is for the Academy to have these meetings so that USMMA can continue to improve. Ms. MacPherson highlighted that once the National Academy of Public Administration (NAPA) report was issued, MARAD and USMMA immediately began work to correct deficiencies. She noted the Merchant Marine Academy Requirements for Infrastructure Needing Executive Review Council (MMARINER) was established as an oversight organization to approve capital and maintenance projects over \$1 million dollars. In addition, USMMA has improved customer service at the Academy by enabling midshipmen to report maintenance needs through a new online tool that provides immediate feedback as to whether the issue reported can be addressed immediately or will take additional time. It was noted that this tool appears to have had a slow roll out, and that USMMA would be going back to talk with midshipmen to assess whether they are having any issues in accessing and using the system.

Ms. MacPherson then discussed several ongoing projects at USMMA, to include renovation of Samuels Hall. She noted that the stop work order had been lifted, but there were growing supply chain concerns for certain construction materials. She also updated the group that a campus-wide maintenance contract was awarded for USMMA on December 12, 2022.

Ms. Boykin then requested that Ms. MacPherson elaborate on the process that students use to report maintenance issues and why students were not using it. Ms. Boykin further requested input from the Superintendent regarding the reporting system because it struck her that the students are very aware of the concerns at the Academy, and that it should not be difficult to understand why they are not using the system to report issues.

Ms. MacPherson responded that based on the feedback USMMA has received before the program was set up, that we believed there would be a flood of reports from the start and we had seen more like a trickle. She agreed that this surprised the Academy and noted that they are working through understanding why the midshipmen are not using the established process. She indicated the Academy was examining whether the program was not sufficiently advertised or if an interface glitch is making the program harder to use.

Ms. Boykin requested clarification from Ms. MacPherson that the system to report maintenance issues was online or by paper. Ms. MacPherson responded that it is an online form, with the option of Academy staff to enter the information by phone if students call to make a maintenance request.

Ms. Boykin then called on the Superintendent or any midshipmen present at the BOV for their perspective of the online system. There was no response from any midshipman or the Superintendent, but Ms. MacPherson indicated the Academy would investigate why students are not using the form. VADM Nunan tried to communicate additional feedback but was having technical issues. The conversation was closed by Ms. Boykin stressing that the USMMA staff meet with the superintendent and midshipmen to discover problems with the online system and identify solutions to make the process work.



Administrator Phillips then notified the BOV that Senators Wicker and Duckworth had joined the meeting and welcomed them to the BOV. She also formally introduced Rebecca MacPherson as the Facilities Director at the Academy and explained that she was on a long-term detail from FAA, dedicated to making a difference at USMMA and is now serving as the permanent Facilities Director for the next two years. Regarding the maintenance reporting issue, Administrator Phillips expressed that the vision behind the system was to be similar to rental apartment style reporting systems.

VADM Nunan solved the technical A/V communication issue and was able to speak. She indicated that she appreciated the comments and does not believe there are glitches in the system, but potentially glitches in the rollout and advertising. She highlighted that the feedback loop is very important, and that the midshipmen know what is wrong with their spaces/rooms. VADM Nunan volunteered to handle the issue personally and believes that the USMMA has the infrastructure to resolve the issue.

***Strategic Priority #4 - Governance, Leadership, and Accountability: VADM Nunan***

VADM Nunan appreciated Administrator Phillips welcoming Rebecca MacPherson and noted that Ms. MacPherson has been an incredible addition to the leadership team, solving the prior problem of having maintenance and new construction shift under different leaders. VADM Nunan thanked Congress for giving USMMA authority for direct hire positions, so they could find the right person for the respective role. She highlighted some of the hiring actions underway at the Academy to include the Office of Public Affairs, a Human Resources Director, the USMMA Chief of Staff, and a Diversity, Equity, and Inclusion Officer. In addition to this, she mentioned that the Academy has also hired a knowledge management contractor to develop written standard operation procedures (SOP's).

Finally, VADM Nunan stated how excited she was now working at the Academy and shared part of her speech from her first day, "I believe Kings Point's greatest days are ahead of us. On these stones, this grass, stands one of the pillars of America's greatness, not just for the past, but of the present and future. I hope that our light will shine over the horizon as a beacon of maritime and professional excellence, and our graduates will deliver to every port the message that the United States and our Merchant Marine, and our military, and especially at Kings Point, we understand the true responsibilities of leadership."

***Strategic Priority #5 - Communications & Relationships: RDML Dunlap***

RDML Dunlap highlighted the importance of communications as the means to convey how great of a place USMMA is to be and to attract the highest caliber students. She noted that USMMA is currently limited in its capacity in their Public Affairs office with only one representative currently assigned. She then mentioned the goal is to have a selection to fill the Public Affairs position by the end of this month. Once completed, she expressed that USMMA plans to develop a strengthening stakeholder engagement strategic plan in 2023 that will focus on USMMA's relationship with a variety of stakeholders and the maritime industry.

***Strategic Priority #6 - Athletics: Kris Schnatz***

Mr. Schnatz began by stating that he believed sports is a strong voice for the Academy, and a place to communicate who the Academy is and what it does. He highlighted that his team

developed a campaign called 'Our Academy' that reinforces the Academy's core values of Respect, Honor, and Service. Mr. Schnatz then discussed how the Academy has benefitted the current student body and provided updates on USMMA athletics.

This concluded the Strategic Priority presentations.

### **Class of 2027 Update**

Admiral Ballard then gave an update on admissions to the Board. He explained that the Academy has come back from a challenging year from an admissions perspective. He communicated that the Academy anticipates getting to approximately 1,800 applications before the application period closes, which is on par with previous years' numbers. He also gave an update on diversity applications, stating they were not happy with female application numbers. The percentage of female applications for the regiment was 28% a few years ago and currently is 19%. He noted that the Academy is working hard to increase that number. He discussed how there are fewer prospective students visiting the campus and how he thinks that increased campus visits would help increase numbers. He noted support of the Board, and their help in seeking out prospective students.

### **State of the Regiment of Midshipmen**

Midshipman O'Neill provided a Regimental update to the Board. She recommended publicizing that not all female experiences at the Academy are negative, in order to try and paint the school in a more positive light. She encouraged female midshipmen to write their own positive stories and publish them so that people can see how awesome their experience is, to help recruit more females.

### **CLOSING REMARKS:**

Ms. Grice announced that the briefings were concluded and before re-opening the meeting to any closing comments from Board members, she invited Keith McLiverty of the National Parents Association to speak.

Admiral Wettlaufer's staff provided closing remarks on his behalf, since he had to depart for another commitment. He congratulated Admiral Nunan for her aggressive efforts in addressing the needs of the Academy and noted that he looks forward to working with the Board of Visitors and everyone involved in the Academy's strategic priorities.

Ms. Boykin provided closing remarks thanking Administrator Phillips for her commitment to understanding the issues and for remaining action oriented. She also congratulated Admiral Nunan and expressed that she remains committed to the midshipmen and to the Academy.

BG Tata echoed Ms. Boykin's sentiments and congratulated Admiral Nunan and thanked the midshipmen for their hard work and service to the Nation.

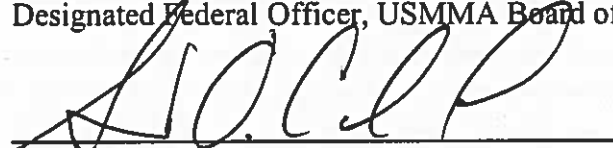
Administrator Phillips thanked everyone for attending and explained that we will all work to implement Congress' expectations and directions in the National Defense Authorization Act. She thanked Ms. Grice for her work as DFO and asked her to review the taskings from the meeting. These taskings included: 1) meeting minutes within two weeks of the meeting; 2) working to

draft a report to the Board with a cover letter reflecting the minutes from the May 2022 meeting to be considered by the Co-Chair and BOV members in January; and 3) scheduling the next meeting in person at USMMA no later than April 2023.

Admiral Gautier congratulated Admiral Nunan on her new role and reaffirmed the Coast Guard's commitment to work closely with Admiral Phillips.

Ms. Grice thanked the BOV members again and adjourned the meeting at 10:53am.

Submitted by: Mary Grice, [mary.grice@dot.gov](mailto:mary.grice@dot.gov),  
Designated Federal Officer, USMMA Board of Visitors



**I hereby certify that, to the best of my knowledge, the foregoing minutes of the USMMA Board of Visitors are accurate and complete. These minutes will be formally considered by the Board at its next meeting, and any corrections or notations will be incorporated in the minutes of the meeting.**

Representative Salud Carbajal, Co-Chairman, USMMA Board of Visitors

Date: 3/30/23