

UNITED  
STATES  
MILITARY  
ACADEMY

WEST POINT, NEW YORK

REPORT  
of the  
BOARD OF VISITORS

**DUTY-HONOR-COUNTRY**

*3 December 1980*

An Extract of the Sections of the United States Code that  
Directly Pertain to the United States Military Academy and Faculty

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. Two persons shall be designated by him each year to succeed the members whose terms expire that year.

(c) If a member of the Board dies or resigns, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

(d) The Board shall visit the Academy annually. With the approval of the Secretary of the Army, the Board or its members may make other visits to the Academy in connection with the duties of the Board or to consult with the Superintendent of the Academy.

(e) The Board shall inquire into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

(f) Within 60 days after its annual visit, the Board shall submit a written report to the President of its action, and of its views and recommendations pertaining to the Academy. Any report of a visit, other than the annual visit, shall, if approved by a majority of the members of the Board, be submitted to the President within 60 days after the approval.

(g) Upon approval by the Secretary, the Board may call in advisers for consultation.

(h) While performing his duties, each member of the Board and each adviser is entitled to not more than \$5 a day and shall be reimbursed under Government travel regulations for his travel expenses.

BOARD OF VISITORS  
UNITED STATES MILITARY ACADEMY

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ANNUAL REPORT OF THE BOARD OF VISITORS  
OF THE  
UNITED STATES MILITARY ACADEMY, 1980

West Point, New York, December 3, 1980

THE PRESIDENT OF THE UNITED STATES:

Sir:

1. APPOINTMENT AND DUTIES OF THE BOARD. The Board of Visitors to the United States Military Academy was appointed in accordance with the provisions of Section 4355 of Title 10, United States Code. It is the duty of the Board to inquire into the morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

2. MEMBERS OF THE BOARD.

Senators

Jacob K. Javits, New York

J. Bennett Johnston, Louisiana

Paul Laxalt, Nevada

J. James Exon, Nebraska

Representatives

Silvio Conte, Massachusetts

Clarence D. Long, Maryland

John M. Murphy, New York

Mendel J. Davis, South Carolina

Benjamin A. Gilman, New York

Presidential Appointees

Mrs. Whitney Young, Chairman, Board of Directors, Whitney M. Young, Jr. Memorial Foundation, Inc., New York, New York (Appointed in 1978 to serve through 1980).

Mr. Harry Y. Baxter, President, Schoff & Baxter, Inc., Burlington, Iowa (Appointed in 1978 to serve through 1980).

Mr. James R. Killeen, Wayne County Clerk, Detroit, Michigan (Appointed in 1979 to serve through 1981).

Dr. Sylvio L. Dupuis, President, Catholic Medical Center, Manchester, New Hampshire (Appointed in 1979 to serve through 1981).

Mr. William Park Lemmond, Jr., Attorney at Law, Hopewell, Virginia  
(Appointed in 1980 to serve through 1982).

Judge Harry W. Low, Superior Court, San Francisco, California (Appointed  
in 1980 to serve through 1982)

### 3. EXECUTIVE SECRETARY.

Lieutenant Colonel Kermit M. Henninger served as Executive Secretary to the Board until April 30, 1980. Colonel Donaldson P. Tillar, Jr., Special Assistant to the Superintendent for Policy and Planning, USMA, was appointed Executive Secretary effective May 1, 1980.

### 4. PRELIMINARY DATA.

Certain reports and informational material were mailed to each member of the Board prior to the scheduled sessions. A list of material so furnished is shown as Appendix 1.

### 5. PUBLIC NOTICE.

In accordance with Section 10(a) (2) of the Federal Advisory Committee Act (Public Law 92-463), notice of the meetings was published in the Federal Register. Local notice was provided to the West Point community and the Corps of Cadets by newspaper and bulletin notices.

### 6. PROCEDURES.

Under the provisions of Section 10(b) and (c) of the Federal Advisory Committee Act (Public Law 92-463), the detailed minutes of each meeting of the Board, certified by the Chairman, and its records, reports, letters, and other documents are available for public inspection in the Office of the Executive Secretary, Board of Visitors, United States Military Academy.

### 7. CONVENING OF THE BOARD.

a. Role of the Board in 1980. Three visits by the Board were conducted at West Point at times of the year permitting an optimum exposure to all facets of Academy operations. The three visits by the Board were augmented by one meeting of the Executive Committee to prepare for the Annual Meeting in October.

b. April 25-26, West Point, New York. The first of the Board's visits covered a wide range of topics related to cadet life: changes planned for summer training at Camp Buckner, admissions, separations and attrition, changes planned for Cadet Basic Training for the new plebes, nutrition, leadership development, and specialty/duty assignments for

the graduating class. Other broad issues were discussed to include accreditation, relations of the Academy with surrounding communities and expanded civilian professorships. The Board also expressed its appreciation to BG Charles Bagnal on the eve of his departure as the Academy's first Deputy Superintendent. The summarized minutes of this meeting are at Appendix 2. All sessions were open.

c. July 8-9, West Point, New York. The second visit concentrated on the cadet summer military programs with firsthand observation of the training. Both Cadet Basic Training for the new plebes at West Point and Cadet Field Training for the third class at Camp Buckner, were visited. Members of the Board also visited Camp Natural Bridge, summer home of most of the Regular Army troops augmenting the Academy for both Cadet Basic and Field Training. Members were briefed by the commander of West Point's 1st Battalion, 1st Infantry and by the commander of the augmentation troops stationed at Natural Bridge. Of particular interest were the preliminary results of changes instituted in Cadet Basic and Cadet Field Training, the manpower situation at USMA, contracting of commercial-industrial type activities, and the new USMA policy regarding alcoholic beverages. The summarized minutes of this meeting are at Appendix 3. All sessions were open.

d. September 10, Washington, D. C.. The Executive Committee of the Board met in Washington in preparation for the Annual Visit to West Point. Four of the committee members were present all or part of the time; two Congressional members were represented by staff assistants. The Committee discussed S.2856, the Cadet Indoor Athletic Facility, the dates for the Annual Visit, the 1981 Organizational Meetings of the Board, and a number of draft recommendations for the 1980 Report to the President. The Executive Committee approved a recommendation of the Executive Secretary to hold the 1981 Organizational Meeting in the spring of 1981 in Washington, D. C. The Committee also asked the Chairman to advise Members Exon and Davis of Executive Committee support for S.2856. The summarized minutes of this meeting are at Appendix 4. The session was open.

e. October 2-4, West Point, New York. The Annual Meeting of the Board was devoted to two primary tasks: completion of considerations and tasks specified by the 1979 Board and development of recommendations of the 1980 Board. Members present received a number of briefings and conducted several discussions to conclude issues raised in the 1979 Report and to further develop areas of interest identified by the 1980 Board. The Board was one member short of a quorum for this meeting although two additional members were represented by nonvoting staff persons. It was the decision of the members present to proceed with the meeting without a quorum and consider the issues, conclusions and recommendations on the basis of consensus of the members and staff present. The members present also directed the Executive Secretary to prepare the 1980 Board recommendations on the basis of this consensus,

include these recommendations in the 1980 Annual Report, and provide a copy of the Report to each member for signature. The Executive Secretary noted that each member is entitled to attach a memorandum to the Report indicating disagreement with any recommendation should the member feel this to be necessary. The conclusions and recommendations included in paragraph 8.b. of this Report were adopted by consensus of the members present at the 1980 Annual Meeting. The summarized minutes of this meeting are at Appendix 5. All sessions were open.

## 8. CONCLUSIONS AND RECOMMENDATIONS

a. General Conclusions. The members of the Board, after three visits to West Point in 1980, numerous communications with Academy officials, and an evaluation of Academy plans and programs, have concluded that the United States Military Academy is accomplishing its assigned mission in a highly commendable fashion. The staff and faculty have demonstrated a steady commitment to improvement, innovation and progress.

The Board recognizes the outstanding contributions of the Academy's first Deputy Superintendent, Brigadier General Charles Bagnal. His efforts from July 1977 to June 1980 were, in large measure, responsible for significant improvements in many of the programs reflected in this report. We wish him well in his new assignment and thank him for his efforts in behalf of the Academy and for his splendid cooperation with this Board.

The members of the Board present for the summer visit were impressed with the improvements made in Cadet Basic Training (CBT) and Cadet Field Training (CFT). The Board recognizes the essential nature of these two programs and degree to which these programs set the "tone" for the following Academic Year. Improvements in these training programs this past summer resulted in better training, improved discipline and significantly lowered attrition. A special word of recognition is in order for the innovative approach to these programs displayed by the Commandant, Brigadier General Franklin, and by the two commanders, Colonel Jerry White (CFT) and Colonel John Solomon (CBT).

The Board is cognizant that the fundamental element of the West Point experience is a solid four-year academic program. This program provides the foundation for officership, future academic and professional education, and substantial contributions to the Nation by graduates of the Academy. During this past year a new curriculum has reached maturity. The Board commends the Dean, Brigadier General Frederick Smith, and members of the Academic Board, for their foresight and efforts in this significant improvement to the Academy experience.

The Board wishes to recognize the devoted service of Major General (Retired) Raymond Murphy as Director of Intercollegiate Athletics during the period April 1977 to May 1980. His dedication during this rebuilding period of Army athletics was instrumental in restoring a competitive edge for the intercollegiate teams. We wish him the best in his retirement and thank him once again for his contributions to Army athletics and the Military Academy.

Finally, the Board has identified two areas of interest which it recommends to the 1981 Board for additional consideration, review and discussion: civilian representation (faculty mix) on the USMA faculty and investigative procedures of the Honor System to include the Full Honor Investigative Hearing. The Board feels that by focusing its efforts on a relatively few areas of interest, to include these two, the 1981 Board will be able to make a substantial contribution to the Academy.

b. Specific Conclusions and Recommendations.

Cadet Indoor Athletic Facility

Conclusions: The Board is concerned that the funds appropriated in 1980 for the Indoor Athletic Facility were later deferred. The Board is also concerned because this decision will cause the expenditure of needed maintenance dollars on a facility (Smith Rink) that is obviously doomed by age.

The current hockey rink and field house are inadequate to support the high quality intercollegiate, intramural and instructional programs appropriate to the Military Academy. Smith Rink, built in 1931, poses costly problems of obsolescence and corrections needed for changing safety standards. It is inadequate for spectator seating and rest room facilities. Smith Rink has simply outlived its useful life.

The field house is used for both men's and women's basketball, indoor track, and off-season baseball and lacrosse practice. It provides inadequate spectator seating, crowded dressing rooms and interference with optimum scheduling of athletic events and practices.

It should be noted that the Board of Visitors has stated its support for this facility since its annual report for 1977. The 1980 Chairman of the Board affirmed the support of the Board for this facility in a letter to the Secretary of the Army in May 1980.

Recommendation: That the Administration support construction of a Cadet Indoor Athletic Facility for ice hockey and basketball beginning FY 1981.

## Relationship With Local Communities

Conclusions: The Board members and Academy officials have discussed issues raised by officials of Highland Falls. Discussion focused on village water supply, garbage disposal and landfill, routing of traffic for the proposed Visitors' Information Center, privileges for cadets in Highland Falls, and contracting-out activities. Although these issues have on occasion posed differences, both local and Academy officials have worked with a spirit of cooperation to resolve the problems.

Recommendation: The Academy should continue and renew its cooperative efforts with the town and village of Highland Falls to resolve in a satisfactory manner the existing issues with regard to water supply, garbage disposal and landfill, traffic routing for the proposed Visitors' Information Center, availability of cadet privileges in Highland Falls, and other issues presently before the Academy.

## Visitors' Information Center (VIC)/Museum

Conclusions: Academy efforts to construct a modern visitors' center complex to accommodate the large number of visitors, estimated at over two million annually, have yet to be successful. It is understood that other USMA and Army construction projects have continually taken priority over VIC funding; however, the need for a VIC continues to grow. Likewise, the Board is aware of the need for a larger museum, part of the visitors' center complex. The Board supports efforts of the Academy to solicit support from the Department of Interior in this project. While the Board is aware of potential problems in such a joint venture, it is also of the opinion that this approach is logical and financially feasible.

Recommendation: That Departments of the Army and the Interior, with Administration support, vigorously pursue efforts to fund and construct the VIC. That Department of the Army and the Military Academy vigorously pursue efforts to fund and construct an expanded Museum as part of this complex.

## Recruiting of Minority and Women Staff and Faculty

Conclusion: The Academy's Affirmative Action Plan established a goal to raise the representation of minority and women on the staff and faculty for AY 79-80 to 84 (41 minority and 43 women). The Academy achieved 98.8% of that goal; only one woman short. This represents a positive step forward in this effort. The Military Academy staff and Office of the Dean are to be commended for their efforts in recruitment of minority and women staff and faculty.

Recommendation: That the Military Academy renew and continue its efforts in recruitment of minority and women for the staff and faculty.

## Contracting Out of Commercial-Industrial Type Activities (CITA)

Conclusions: The Board was briefed by Academy officials on the DoD and DA directives related to CITA, and the activities at USMA which were being reviewed for possible contracting out. The Board expressed concern that the Academy should proceed carefully in its review and ensure that the high quality of services provided in the past would be maintained if the activity is converted to contract.

Recommendation: That the Academy should proceed carefully in its review and should ensure continued high quality service. The Board wishes to be informed in 1981 of the results of the CITA reviews.

## Summer Training Programs

Conclusions: The Board was concerned about the summer training programs, particularly at Camp Buckner, as a result of certain reported incidents of harassment during the summer of 1979. The Board requested and received briefings from Academy officials on the plans for summer 1980. During the summer visit to West Point, the Board was able to view these plans in action. The Board received a wrap-up report on 1980 Cadet Basic and Field Training from the Superintendent during the Annual Visit. On all these occasions, the Board sensed a dedication by staff and cadets alike to provide demanding, realistic but supportive training programs. As a result there were no significant disciplinary incidents and no resignations during the tough training at Camp Buckner. The Academy experienced the lowest resignations in years in Cadet Basic Training 1980 while providing solid preparation for this outstanding group of new plebes.

Recommendation: The Board wishes to commend the Superintendent, the Commandant and the commanders of Cadet Field Training, COL White, and Cadet Basic Training, COL Solomon, for their inspiring and innovative leadership. The Board recommends that Summer Training Programs for 1981 continue in the vein set by summer 1980.

## Additional Nominations

Conclusions: The Board was informed of legislation proposed by the USMA and Department of the Army: that a provision to 10 USC be added authorizing the Superintendents of the Service Academies to nominate annually 50 applicants for appointment consideration, nominations to be made at any time thus permitting both early and late appointment consideration. The Board understands, and supports, the purpose of the proposed legislation to improve the application process for appointment thereby making the Academies more competitive for the diminishing number of college-bound students in the coming years. The legislation would allow the Academies to make a firm commitment to a highly qualified prospect early in the recruiting year (in competition with early admissions programs of other major universities) or to an outstanding prospect who decided to apply to the Academies late in his or her senior year after normal

applications had closed. The Board believes that this proposed legislation is important to the continued ability of the USMA to enroll the type of candidates needed for the Army of the future.

Recommendation: That the Department of the Army and Department of Defense continue their vigorous support of this proposed legislation.\*

#### Recruiting of Minority and Women Candidates

Conclusions: The Board was thoroughly briefed by the Director of Admissions during the April visit where the Summer Enrichment and Project Outreach programs were highlighted. The entire admissions staff has put forth a superb effort in working toward the desired class composition goals, particularly for the Class of 1984.

Recommendation: The Board of Visitors wishes to commend the Superintendent and the United States Military Academy staff for exemplary efforts in the improvement to minority and women admissions. It is further recommended that continued efforts be expended in this area to recruit minority and women candidates for West Point.

#### Utilization of Reserve Components

Conclusions: The use of Reserve Components by the United States Military Academy was briefed to the Board of Visitors on July 8, 1980. The data presented concerned two programs and was reviewed in-depth. These two programs are: unit utilization for mission support at the Military Academy; and the Military Academy Liaison Officer (MALO) program for candidate recruitment for West Point and for ROTC. Both programs were carried out in an exemplary manner during the last year with improvements cited in the number of units actively employed by West Point and with many favorable reactions received concerning the MALO program. This recruiting effort by Liaison Officers is a noteworthy example of Active and Reserve Component cooperation and mission accomplishment.

Recommendation: The Board recommends continued efforts in the effective utilization of Reserve Components as augmentation for USMA. Moreover, the Board supports and encourages increased program resources for the MALO program in terms of quality administration, dollars, and man-days.

#### Civilian Faculty

Conclusions: The Board was briefed by Academy officials on the study recently drafted concerning civilian representation on the USMA faculty. Although this study is still under evaluation by the Academy, the analysis of the issues contained therein provided useful insight to the Board members on this topic. The Board recognizes efforts of the Academy to come to grips with this issue and its search for the optimum mix of

\*See additional views of Representatives Gilman and Long, Appendix 13, page 59.

military/civilian faculty members. The Board strongly endorses the Visiting Professor Program which brings distinguished educators to the Academy for consultation, critique and teaching. The Board concludes that this program fills a specific need of the Academy and should continue to receive Academy emphasis.

Recommendation: That the Academy weigh this issue in the context of its mission, maintaining sight of the benefits derived from a vigorous military faculty and the perspective provided by civilian faculty, and consider increasing the number of civilian faculty and Ph.D. representation on the faculty. Further, that the Academy consider expanded use of visiting lecturers from the national pool of talent available. The 1981 Board should be kept abreast of Academy efforts in this area.

### Honor Code and System

Conclusions: The Board was briefed by Academy officials on the state of honor at the Academy and on experience to date with the new honor procedures. The Board noted that the new honor procedures have reduced the adversarial nature of the Full Honor Investigative Hearing but several members expressed concern about the degree of active participation during the Hearing of the counsel for the respondent. Additionally, the Board was informed that the 60-day time limit for processing a case imposed by the Secretary of the Army has not created undue burdens on the Cadet Honor Committee or the USMA staff.

Recommendations: That the Academy continue to evaluate the recent changes in honor procedures and that current emphasis on education by the Cadet Honor Committee be continued. Finally, that the 1981 Board be fully informed as to the Hearing procedures in use and due process implications.

9. REPORT ON PRESIDENTIAL ADVISORY COMMITTEE RECOMMENDATIONS, 1978. As of October 4, 1980.

a. Title and Date of Report: United States Military Academy Report of the Board of Visitors, 20 November 1978.

b. Name of Advisory Committee: Board of Visitors, United States Military Academy.

c. Recommendations and Responses: During the past year certain actions have been taken in response to the 1978 Report recommendations.

Indoor Athletic Facility

Recommendation: That the Department of the Army and Department of Defense vigorously support the construction of an Indoor Athletic Facility to provide a 6,000 seat basketball arena and a 3,500 seat hockey arena with appropriate participant and spectator support.

Response: Design of an indoor athletic facility with an approximate seating capacity of 5,200 for basketball and 3,000 for hockey was completed in time for inclusion in the FY 80 Military Construction Program. All bids submitted for the project exceeded the programmed amount by a substantial margin. Additional funds were requested and obtained from the Department of the Army. As of the date of this report, the construction contract has not been awarded. The project was reviewed by the Office of Management and Budget (OMB) and the project was deferred. The funds were released for other military projects.

Visitors' Information Center

Recommendation:

(a) That the Department of the Army strongly support the funding and construction of the Visitors' Information Center urgently required to adequately provide for the increase of visitors.

(b) The Board further recommends that the Military Academy explore alternative financing through other sources and that the Academy seek to promptly solve the budgetary, administrative, and political problems confronting the Visitors' Information Center so that private funds which may be available for the museum project may be utilized.

Response: The Visitor Information Center (VIC) is currently being carried by USMA as the highest priority project in the FY 84 Military Construction Program. The museum is the highest priority project for FY 85. Attempts by USMA to involve the National Park Service (NPS) in VIC project development have led to the formation of a joint USMA-NPS planning team. The purpose of this team is to pursue a cooperative approach

towards justifying the project and obtaining funds. The team met at the Military Academy in late March 1980 for the purpose of providing the NPS with the information necessary to prepare a draft planning document. The NPS draft prospectus (planning document) has been reviewed by USMA personnel. Comments will be consolidated and a final joint document will be prepared for use in supporting the project. Joint funding of the project with the NPS and other agencies continues to be explored. Architect-engineer firms are currently updating the VIC/Museum feasibility study and are also studying the economic effects that moving the VIC will have on the surrounding area, particularly the Village of Highland Falls.

### Minority Recruiting

Recommendation: That the Academy continue its special efforts to encourage qualified minority and disadvantaged youth to enter West Point and explore additional methods of reinforcing current approaches.

Response: Minority representation within the Class of 1984 is the highest in the history of the Academy. This improvement can be attributed in part to the success of the Summer Enrichment and Project Outreach Programs. The Summer Enrichment Program, which incorporates minority cadets into Urban League run tutorial programs, was expanded from three to eight cities for the summer of 1980. Project Outreach, a five year old youth motivational program designed to communicate the importance of properly preparing for college education to minority high school and junior high school students, was expanded in scope and length this past year. This expansion allowed the lieutenants assigned to the program the opportunity to devote more time assisting applicants with their files. This involvement greatly enhanced the attention afforded minority members of the incoming Classes of '84 and '85. The number of Project Outreach lieutenants will be increased to seven in the coming year.

### Nomination Process

#### Recommendation:

(a) That the BOV encourage Senators, Representatives and Delegates to adopt a more flexible approach that would allow nomination of outstanding candidates without the rigid cutoff dates now imposed in many states.

(b) That the BOV explore the possibility that Senators, Representatives and Delegates who do not have a vacancy in a given year be permitted to nominate up to nine alternates for competition on the Qualified Alternate list.

Response: The refinement of the Nomination Assistance process continued this year. The West Point Desk MILPERCEN at the Department of the Army coordinated 542 Nomination Assistance Requests with Members of Congress

which resulted in 204 enrolled cadets in the Class of 1984. This process has been helpful in obtaining Nomination Assistance for athletes, minorities, and women applicants desired for class composition by the Military Academy.

### Five-Year Service Obligation

Recommendation: The Board encourages the Academy to survey nominated candidates and admitted cadets to determine the effect the five-year obligation has on acceptance of an appointment and retention as a cadet.

Response: A 1978 survey of candidates to the Class of 1982 who declined admission revealed that only 6% (34 of 570) felt that the five-year obligation was one of the reasons for declining the offer of admission. The impact of the obligation on admitted cadets is being studied in greater depth by the Cadet Quality Development and Commitment Committee. That committee is conducting a major study on cadet attrition, to include analyses of candidate declinations, and will render its final report to the Superintendent in 1980. The attrition study will include an analysis of the obligation from the perspectives of candidates, cadets and graduates.

### Honor Matters

Recommendation: That the Academy continue to study and to evaluate the Honor Code and the Honor System so that a full report and analysis can be presented at the spring 1979 meeting of the Board. This report should include a detailed analysis of the effect of "discretion" being exercised by the Superintendent and of the effect and implementation of "due process" considerations.

Response: On July 1, 1979, a new set of procedures was implemented to alleviate observed deficiencies in procedures adopted in January 1977. Based on the year's experience working with these procedures, conclusions have been drawn and the effectiveness determined. The preservation of individual rights and meeting a directive from the Secretary of the Army that all honor cases be completed and received by DA for final decision within 60 days remain as central to the procedures. All cases processed under the new procedures have met the Secretary of the Army's 60-day guidance. Cadet response during the process is positive. Participation is good and questions and interest in the issues of the cases are excellent. Hearing Officers and Cadet Board Presidents are growing toward a mutual understanding of their roles and purpose during the FHIH. The role of the defense counsel is emerging and being carefully monitored. Old concerns such as toleration, discretion, and single sanction have been highlighted due to the efficiency and effectiveness of the new procedures. Cadet commitment to the new procedures is strong and getting stronger. Discretion was granted four times during AY 79-80. All four individuals granted discretion were members of the Fourth Class. It is too early to assess the reaction of the Corps to these recent cases of discretion for three of the cases of discretion were not decided until

after graduation and the Corps of Cadets was scattered far and wide for summer training. Prior to these four cases the Superintendent has only exercised his discretionary powers in three instances. Because of the high level of confidentiality surrounding them, it is difficult to determine what effect, if any, may be realized in the Corps. It is fair to say, however, that little objection is raised by the Corps concerning the Superintendent's discretionary powers as necessary to guarantee fairness in certain rare instances. Prior to making a final decision in these matters the Superintendent has consulted with the Chairman of the Cadet Honor Committee.

### Performance of Women Cadets

(a) That the Academy continue to evaluate carefully the experience of women cadets and that adjustments be made as experience warrants. Specifically, the Board requests a progress report during one of the 1979 meetings focusing on the acceptance of women and on an evaluation of physical-performance requirements.

(b) That the Department of the Army provide guidance to the Academy, as soon as possible, on those branches/specialties which will be available to women cadets. This guidance should also include the projected branch/specialty quotas.

(c) Department of the Army and the Academy should continue efforts to increase the number of women on the staff and faculty.

Response: The integration of women into the Corps of Cadets at West Point has been successful. There is evidence that the integration of women into the Corps of Cadets has been linked to how well the male peers accept women on the basis of the women's physical performance. Physical performance standards for men are based upon at least ten years of data on how previous male cadets have done. No such normative data base exists for women. Thus, physical performance for women and equivalent training must be based upon formative evidence still being collected. Many male cadets still do not accept or understand the doctrine of equivalent training. As long as this situation exists men will continue to use physical performance differences as an artificial headwind to the integration of women in the area of physical development. Women in the Class of 1980 were eligible to choose 17 of the 19 accession specialties. Only specialty codes 11 (infantry) and 12 (armor) were not open to the women. The 62 women chose 11 of the 17 specialties available to them. The number of women officers assigned to USMA increased by 20% between AY 1979 and AY 1980. During the summer of 1979, approximately 100 letters were mailed to women officers in the field soliciting their interest in a USMA assignment. Thirty-three women responded directly to the MILPO and some responded in the affirmative directly to their departments of interest. USMA plans another mailing of interest letters in the summer of 1980 upon receipt of the mailing list from MILPERCEN.

## Summer Military Training

Recommendation: That, during a Board visit in 1979, the Academy present an evaluation of the women's leadership experiences during Second Class Summer Training.

Response: The following information is provided as an update for the Board of Visitors regarding women's leadership experiences during Second Class Summer Training.

Cadet Basic Training (CBT). Nine women Second Class cadets participated in CBT '80 as squad leaders.

Cadet Field Training (CFT). There were no leadership positions for members of the Second Class in CFT '80. Only members of the First and Third Classes were involved in the training during CFT.

Cadet Military Skills Training (CMST). All CMST training was open to female cadets except Ranger School.

### (1) Airborne Training.

#### Cadet Participation

	<u>Enrolled</u>	<u>Dropped</u>	<u>Graduated</u>	<u>Percentage</u>
Men	434	11	423	97.47
Women	31	3	28	90.32

### (2) Northern Warfare.

#### Cadet Participation

	<u>Enrolled</u>	<u>Dropped</u>	<u>Graduated</u>	<u>Percentage</u>
Men	60	2	58	96.67
Women	7	0	7	100.00

### (3) Jungle Warfare.

#### Cadet Participation

	<u>Enrolled</u>	<u>Dropped</u>	<u>Graduated</u>	<u>Percentage</u>
Men	73	1	72	98.63
Women	3	0	3	100.00

(4) Survival, Evasion, Resistance, and Escape (SERE).

Cadet Participation

	<u>Enrolled</u>	<u>Dropped</u>	<u>Graduated</u>	<u>Percentage</u>
Men	18	0	18	100.00
Women	1		1	100.00

(5) Flight School.

	<u>Enrolled</u>	<u>Dropped</u>	<u>Graduated</u>	<u>Percentage</u>
Men	49	2	47	95.91
Women	3	0	3	100.00

Drill Cadet Program (DCP). Six women cadets participated in this program during 1980. Four of the women were assigned to Fort Jackson and two to Fort Leonard Wood. No problems were encountered by any of the cadets and they reportedly did a fine job.

Cadet Troop Leader Training (CTLT). This program is designed as a leadership development vehicle with cadets participating in either their Second Class year or during their First Class year. Specifics for 1980 are listed below.

(1) Participation. 922 cadets (281 - Class of 1981; 641- Class of 1982).

(2) Number of Posts Involved. 19 Posts and Europe.

(3) Female Cadet Participation by Branch and Location.

	<u>ADA</u>	<u>Engr</u>	<u>Fld Arty</u>	<u>Mil Int</u>	<u>Mil Police</u>	<u>Sig</u>	<u>Trans</u>	<u>Total</u>
CONUS	1	1	1	5	9	12	3	32
Alaska, Hawaii,								
Panama	0	0	1	2	3	2	1	9
Europe	3	2	1	8	6	18	5	43
TOTAL	4	3	3	15	18	32	9	84

Cadet Diet/Weight

Recommendation:

(a) That the Department of the Army make available the best experts to assist in the long-term evaluation of cadet diet.

(b) Efforts should be increased to monitor and counsel those cadets who are overweight by Army standards.

Response: The Commandant has directed that a comprehensive weight management program be established in the Corps of Cadets. Participants in the program are the Cadet Mess dietician (diet planning, nutrition, and weight control individual counseling and group instruction), DPE (weight control program, weight/nutrition studies), and Cadet Counseling Center (group and individual weight control counseling). S-4, USCC, involvement has been in the execution stage of Cadet Mess Tabling. Corps squad light tables were instituted in January 1980 to assist certain teams in keeping weight down, i.e., wrestling, 150-pound football, and women's sports. Light tables for volunteers throughout the Corps were initiated in March 1980. Almost five percent of the Corps chose to sit on light tables. Menu changes on the light tables include more salads, fresh vegetables, and use of fresh fruit in lieu of pastry deserts. A survey conducted at the end of AY 79-80 indicated those who sat on light tables felt they were worthwhile and should be continued. A full-time Cadet Mess dietician, GS-9, was hired on October 19, 1979. The Letterman Army Institute of Research has completed a preliminary report to date. The preliminary report provides information about the average daily and weekly energy expenditure of cadets. A much more extensive report is being prepared. Information provided to us from the LAIR reports will be utilized to predict amount of energy needed to control an individual's weight in accordance with AR 600-9. Beginning in the fall term AY 80-81, all cadets will be evaluated for over-standard in accordance with AR 600-9. Those cadets found over-standard will be required to participate in a weight loss and management program through Tactical Officer or DPE, CCC, or nutritionist resources. Those cadets successful in meeting and maintaining standard will be released from mandatory requirements. Cadets unsuccessful in one year's time will be considered for administrative action.

#### Visiting Professor Program and Civilianization of Faculty

Recommendation: That the Superintendent keep the Board informed of his progress in expanding the Visiting Professor Program and increasing other civilian representation on the faculty.

Response: The Dean addressed this topic during his briefing of the BOV on October 3, 1980. An ad hoc committee, chaired by Colonel Lee D. Olvey, Department of Social Sciences, has examined this issue and reported its findings to the Dean. Although the Superintendent has not yet reviewed the work of this committee, Colonel Olvey did discuss some of the issues with the Board members.

#### Academics

##### Recommendation:

(a) That the Academy continue its detailed planning and evaluation of the new curriculum and counseling efforts especially during the transition period before full implementation.

(b) That the Board review the curriculum again at a meeting during 1979.

Response: The Dean presented a detailed briefing to the Board in September of 1979 and then provided an update on this topic during his briefing of the BOV on October 2, 1980.

### Public Relations

Recommendation: That in addition to the current duties of the Public Affairs Office, a new emphasis should be placed on positive aggressive public relations.

Response: Positive, aggressive public relations planning is integral to the West Point Public Affairs Office mission to make the American public aware of USMA and its particular value to the nation in order to insure adequate public support, and to obtain a proper share of leaders from the youth of the nation. This long-range public relations planning continued in 1979-80, and will continue for the future. Due to the extensive international, national and local interest in the graduation of the first coeducational class, USMA gained a wide spectrum of supportive print and electronic media coverage. In all, over 2,000 hometown individual articles were submitted, 347 media representatives visited the Military Academy, over 11,000 telephonic media queries were handled, and 112 news releases to 1,275 media worldwide were prepared and mailed out. Also, a major effort was made to focus media attention on ethnic groups' activities and individuals at West Point. The result was several positive features in national publications to include national ethnic magazines and newspapers. A major television documentary project on an in-depth look at the past, present and future of the Military Academy was completed for a Public Broadcasting System (PBS) station in Dallas. The film, titled, "No Excuse, Sir," should be broadcast this fall. It was accomplished as part of an exchange program with other nations and will gain exposure for West Point on a worldwide scope. The positive, supportive print and electronic media coverage the Military Academy received during the academic year included:

### Television:

(1) ABC "AM AMERICA"--Cadets made two appearances on the topics of women graduating from the service academies, male and female cadet couples' social lives at the Academy, and plans after graduation.

(2) "Evening Magazine"--rebroadcast nationally a seven-minute segment on former Cadet Steve Smith, Class of 1979. His feeling and plans prior to his graduation was the topic addressed.

(3) "Women at West Point"--rebroadcast of a feature length television movie on CBS in July 1980.

### Magazines:

- (1) JET--September 1979 issue, "West Point Names First Black Brigade Leader."
- (2) SOUL TEEN--October 1979 issue, "Cadet Brooks: Black Captain at West Point."
- (3) LaLUZ--October and December 1980 issues, "West Point Cadet Debbie Lopez" and "Hispanics at West Point" respectively.
- (4) PEOPLE--April 21, 1980 issue, "Up Front."
- (5) LIFE--May 1980 issue, "It's Not the Old Point."
- (6) U.S. NEWS & WORLD REPORT--May 26, 1980 issue (with cover), "Academy Women Ready to Take Command."
- (7) EAGLE & SWAN--Vol. 3, No. 2 issue, "West Point's Black Cadets."

### Newspapers:

- (1) All major wire services and newspapers featured articles on women at West Point with follow-up features on their graduation. In all, 137 newsmen representing 55 media organizations covered the 1980 West Point graduation ceremony.
- (2) London Daily Express--May 1980, "British Girl Graduates from West Point."
- (3) Big Red--March 1980 issue, "Vince Brooks West Point's First Captain."
- (4) Boston Globe--May 14, 1980, "Top Cadet at West Point."

A major project for 1981 that will bring positive public exposure to West Point will be the Bob Hope Television Special to be produced here in May for broadcast nationally by NBC. The special will feature a celebration of Bob Hope's 78th Birthday, and the graduation of the Class of 1980. The Bob Hope Special offers excellent public relations opportunities for the Army, the USO, West Point, and our servicemen and women.

### Cadet Attrition

#### Recommendation:

(a) The Board recommends that the Academy continue to evaluate causes of attrition with a view toward increased knowledge of such causes and toward reducing attrition of highly qualified cadets. The review should include, among other areas, the Fourth Class System and Cadet Basic Training.

(b) If possible, the Academy should improve the candidate orientation system to reach out with a personal interview to all nominated candidates.

Response: The Cadet Quality Development and Commitment Committee has completed its data collection effort through a survey of cadets and graduates. The analysis of the data will be used as the basis of a report to the Superintendent and Commandant scheduled for late 1980. The report will present findings in three areas:

- Candidates to the Military Academy; why they accept and decline nominations.
- Cadets, and their motivation to graduate.
- Graduates, and their motivation for a career in the service.

10. REPORT ON PRESIDENTIAL ADVISORY COMMITTEE RECOMMENDATIONS, 1979.  
As of October 4, 1980.

a. Title and Date of Report: United States Military Academy Report of the Board of Visitors, 28 December 1979.

b. Name of Advisory Committee: Board of Visitors, United States Military Academy.

c. Recommendations and Responses: During the past year certain actions have been taken in response to the 1979 Report recommendations.

Cadet Honor Code and System

Recommendation: That the Board receive a detailed report on the impact of recent changes to the Honor System procedures and as assessment of the state of health of the Honor System. The Board requests that comments from the Cadet Honor Committee be included in the evaluation. Focus should be on the degree of cadet commitment.

Response: The Board was briefed on October 3, 1980 by the Chairman of the Cadet Honor Committee, Cadet Healy, Class of 1981. This presentation included the effect of recent changes in procedures, the time limit imposed by the Secretary of the Army, and the impact of the revised education plan. The degree of cadet commitment was discussed.

Cadet Separations

Recommendation: That the Academy closely monitor its ability to discern and separate poor cadet performers and report to the Board during 1980.

Response: The current disciplinary regulation does not appear to cause delays in identifying deficient cadets. The demerit standards are lower, the floating six-month demerit allowance period keeps a serious offender under scrutiny for a longer period, and the use of conduct probation for certain individuals allows an opportunity for a cadet to be observed closely under more stringent conditions. Although there have been only a few separations during the past year, the number of cadets suspended or placed on probation has increased dramatically. There also has been an increase in the resignation rate of cadets who are pending action under the disciplinary system. In AY 80-81 a new Cadet Military Development System is being instituted. The system is based upon a set of Cadet Performance Criteria. These are described in terms of expected performance which is observable and can be objectively measured. These criteria have been scientifically derived from fundamental indicators of successful officer performance, provided by the observations of a very large sampling of officers and senior NCOs using the most valid techniques of research and quantitative analysis. Observations of cadets will come from four primary sources. The Company Tactical Officer, Academic Instructor, Cadet's next senior in class within the same platoon

and a Chain-of-Command rating. These four components will ensure a cadet is evaluated on all facets of cadet activities; and will enable the Company Tactical Officer to identify early any cadet having problems in Military Development. Cadets experiencing difficulty with Military Development will be placed on special developmental programs. Programs will be tailored to each individual cadet. Performance counseling will aid in the developmental process. Cadets who have been found deficient and have not responded to developmental programs will be recommended as deficient in Military Development and recommended for separation.

#### Fourth Class System

Recommendation: That, at the end of AY 79-80, the Commandant of Cadets and representative cadets brief the Board on their evaluation of the impact of the recent changes in the Fourth Class System.

Response: The Deputy Commandant and the Cadet Fourth Class System officer briefed the Board on October 3, 1980.

#### Academic Program

##### Recommendations:

- (1) That the Academy present a full report analyzing the impact of the new curriculum on the cadet daily schedule and cadet time requirements.
- (2) That the Academy keep the Board informed of the results and observations of the Middle States Accreditation Report.

##### Responses:

- (1) The Cadet Life Committee briefed the Board on October 3, 1980 on the Cadet Time survey. The impact of the new curriculum was considered in the Time survey.
- (2) The Dean reported on this topic at the April 1980 meeting of the BOV. Copies of the institutional self-study and the evaluation team's report were provided to BOV members. The Dean advised the BOV of the Middle States accreditation of USMA (July 1980) during his briefing on October 3rd.

#### Civilianization of Faculty and Visiting Professor Program

Recommendation: That the Superintendent keep the Board informed of his progress in expanding the Visiting Professor Program and increasing other civilian representation on the faculty.

Response: The Dean addressed this topic during his briefing of the BOV on October 3, 1980. An ad hoc committee, chaired by Colonel Lee D. Olvey, Department of Social Sciences, has examined this issue and

reported its findings to the Dean. Although the Superintendent has not yet reviewed the work of this committee, Colonel Olvey did discuss some of the issues with the Board members.

### Women Specialty Assignments

Recommendation: That the Department of the Army brief the Board in 1980 on specialty assignments for women cadets which includes an analysis of the viability for successful career progression.

Response: The Board was briefed in April of 1980. Highlights of that briefing are as follows:

Women in the Class of 1980 were eligible to choose 17 of the 19 accession specialties open to the men. Only specialty codes 11 (infantry) and 12 (armor) were not open to the women. The 62 women chose 11 of the 17 specialties open to women, over 75% could be selected by the women. Greatly increased numbers of women officers in the Army and newly opened accession specialties have introduced significant unknowns with regard to future assignment opportunities, and it is thus difficult to predict career progression. For some 35 cadets in the Class of 1980, additional career management problems will be generated by marriage to other service members. The desire to receive co-located assignments limits the posts open to the couple.

### Recruiting of Minority and Women Candidates

Recommendation: That the Military Academy continue aggressively to encourage minority and women youth to seek admission.

Response: Minority representation within the Class of 1984 is the highest in the history of the Academy. This improvement can be attributed in part to the success of the Summer Enrichment and Project Outreach programs. The Summer Enrichment program, which incorporates minority cadets into Urban League run tutorial programs, was expanded from three to eight cities for the summer of 1980. Project Outreach, a five year old youth motivational program designed to communicate the importance of properly preparing for college education to minority high school and junior high school students, was expanded in scope and length this past year. This expansion allowed the lieutenants the opportunity to devote more time assisting applicants with their files. This involvement greatly enhanced the attention afforded minority members of the Classes of '84 and '85. The number of lieutenants will be increased to seven in the coming year. We are currently negotiating with contractors from various manpower/marketing management consulting services. Once the contract has been awarded the contractor is expected to review current Admissions operations and to recommend methods of increasing minority and women enrollment.

Last year 19 women cadets participated in the Thanksgiving CPRC Program. This year it is expected that 30 women cadets will participate in the program for three days immediately prior to Thanksgiving. Priority for cadet appearances will be to high school, radio and TV stations and to civic or military organizations. In addition, identified outstanding USMA candidates will be contacted by cadet participants.

#### Cadet Time

Recommendation: That, during a Board visit in 1980, the Academy and representative cadets present an evaluation of the concern for competition for cadet time.

Response: The Cadet Life Committee presented a briefing on the Cadet Time Survey to the BOV on October 3, 1980.

#### Cadet Attrition

Recommendation: That the Academy continue its efforts to evaluate causes of attrition and evaluate reasons for cadet commitment to remain at West Point.

Response: The Cadet Quality Development and Commitment Committee has completed its data collection effort through a survey of cadets and graduates. The analysis of the data will be used as a basis of a report to the Superintendent and Commandant scheduled for late 1980. The report will present findings in three areas:

- Candidates to the Military Academy; why they accept and decline nominations.
- Cadets, and their motivation to graduates.
- Graduates, and their motivation for a career in the service.

#### Five-Year Service Obligation

Recommendation: That the Military Academy determine, to the best extent possible, all of the factors and issues relevant to the five-year service obligation and report back to the Board in 1980.

Response: The Commandant presented a briefing to the BOV at the Annual Meeting, October 3, 1980, concerning the origins and the issues relevant to the service obligation.

#### Visitors' Information Center (VIC)/Museum

Recommendation: That DA and DoD strongly support funding and construction of a VIC. The design should be such that it allows for future expansion to accommodate the requirement for additional museum space. The VIC should be in addition to the priority projects already identified by USMA and DA in the FY 81 and 82 MCA programs.

Response: The Visitors' Information Center (VIC) is currently being carried by USMA as the highest priority project in the FY 84 Military Construction Program. The museum is the highest priority project for FY 85. Attempts by USMA to involve the National Park Service (NPS) in VIC project development have led to the formation of a joint USMA-NPS planning team. The purpose of this team is to pursue a cooperative approach towards justifying the project and obtaining funds. The team met at the Military Academy in late March for the purpose of providing the NPS with the information necessary to prepare a draft planning document. The NPS draft prospectus (planning document) has been completed and is currently being reviewed by USMA personnel. It is anticipated that Military Academy review and editing will be complete by October 1, 1980. At that time, all comments will be consolidated and a final joint document will be prepared for use in supporting the project. Joint funding of the project with NPS and other agencies continues to be explored. Architect-engineer firms are currently updating the VIC/Museum feasibility study and are also studying the economic efforts that moving the VIC will have on the surrounding area, particularly the village of Highland Falls.

#### Cadet Diet/Weight

##### Recommendations:

- (1) That the Academy continue to evaluate the cadet diet with a view toward providing a better nutritional balance and develop an overall mechanism for coordination of nutrition and diet policies.
- (2) That the Academy immediately secure a full-time military or civilian dietician for the Cadet Mess.
- (3) That the Department of the Army continue to support research of obesity in cadets being conducted by the Lettermen Army Institute of Research.
- (4) That the Academy continue to develop further programs for obesity-prone cadets predicated upon the analysis of the results of the research.

##### Responses:

(1) The Commandant has directed that a comprehensive weight management program be established in the Corps of Cadets. Overall mechanism for coordination of nutrition and diet policies was assigned as a staff function to S1, USCC. Participants in the program are the Cadet Mess dietician (diet planning, nutrition, weight control, individual counseling, and group instruction), DPE (weight control program and weight/nutrition, studies), and Cadet Counseling Center (group and individual weight control counseling). S4, USCC, involvement has been in the execution stage of Cadet Mess tabling. Corps Squad light tables were instituted in January 1980 to assist certain teams in keeping weight down, i. e., wrestling, 150-pound football, and women's sports. Light tables for

volunteers throughout the Corps were initiated in March 1980. Regimental integrity was maintained in these tables. Almost five percent of the Corps chose to sit on light tables. Menu changes on the light tables include more salads, fresh vegetables, and use of fresh fruit in lieu of pastry deserts. A survey conducted at the end of AY 79-80 indicates those who sat on light tables felt they were worthwhile and should be continued.

(2) A full-time Cadet Mess dietician, GS-9, was hired on October 19, 1979.

(3) The Letterman Army Institute of Research has completed only a preliminary report to date. The preliminary report provides information about the average daily and weekly energy expenditure of cadets. A much more extensive report is being prepared; however, they indicated that it will take another two months to complete the analysis and interpretation of the data. Information provided to us from the LAIR reports will be utilized to predict amount of energy needed to control an individual's weight in accordance with AR 600-9.

(4) Beginning in the fall term AY 80-81, all cadets will be evaluated for over-standard in accordance with AR 600-9. Those cadets found over-standard will be required to participate in a weight loss and management program through tactical officer, Department of Physical Education, Cadet Counseling Center, or nutritionist resources. Those cadets successful in meeting and maintaining standard will be released from mandatory requirements. Cadets unsuccessful in one year's time will be considered for administrative action.

1980 USMA BOARD OF VISITORS

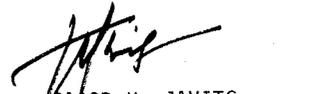
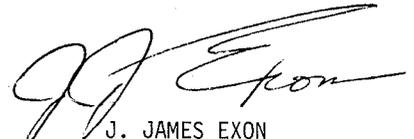
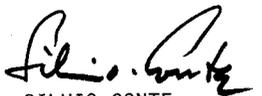
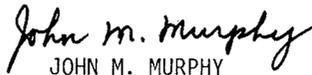
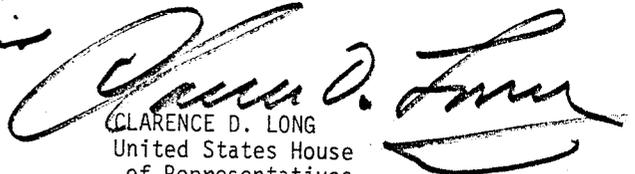


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President, Schoff & Baxter, Inc.  
Burlington, Iowa  
Chairman  
1980 USMA Board of Visitors

  
MARGARET BUCKNER YOUNG  
Chairman, Board of  
Directors  
Whitney M. Young, Jr.  
Memorial Foundation, Inc.  
New York, New York



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United States Senate  
SILVIO CONTE  
United States House  
of Representatives  
JOHN M. MURPHY  
United States House  
of Representatives  
BENJAMIN A. GILMAN  
United States House  
of Representatives  
MENDEL J. DAVIS  
United States House  
of Representatives  
CLARENCE D. LONG  
United States House  
of Representatives

MATERIAL FURNISHED TO THE BOARD OF VISITORS - 1980:

1979 Board of Visitors Report

Current USMA Catalog

USCC Regulation 600-1, Regulations for the United States Corps of Cadets

Proposed Senate Bill S.2856

News Release #67-80, Cavanaugh to Head Army Football Program

"Coping With Near Attrition"

The United States Military Academy in Perspective 1969-1979

An Institutional Report Prepared for the 1980 Decennial Accreditation

USCC Pamphlet No 600-1, "Tactical Officers' Guide" - August 1980

"Report for the Board of Visitors Regarding the Service Obligation for USMA Graduates" - August 19, 1980

SUMMARIZED MINUTES - SPRING MEETING  
1980 USMA BOARD OF VISITORS

1. The spring meeting was convened by the Acting Chairman, Mr. Baxter, at 1000 hours, April 25, 1980, in the Superintendent's Conference Room, West Point. Members of the Board present were: Messrs. Baxter, Killeen, and Lemmond, Dr. Dupuis, and Congressman Gilman. Mr. Greg Pallas and Mr. Tim Kernan represented Senator Exon and Congressman Long respectively. Majors Eggers and Gehringer represented the Department of the Army at the invitation of the Board. The Executive Secretary was present.

2. Organizational Meeting. The Executive Secretary presented the draft agenda for the spring meeting activities for approval by the Board (see Incl 1). The agenda was approved as presented. Mr. Park Lemmond was introduced as a new Presidential Appointee to the Board, and the members were informed that Mr. Low, a judge of the Superior Court of California, was appointed as the other Presidential member. It was agreed that Mr. Baxter would continue in his capacity as Acting Chairman until a quorum was present for an election. Mr. Killeen was appointed Acting Vice Chairman and a member of the Executive Committee. Mr. Lemmond was also appointed to the Executive Committee. Senator Exon and Congressman Gilman agreed to continue serving on the Executive Committee. The summer meeting was scheduled for the period July 8 and 9. This meeting will be primarily informational in nature and concentrate on the summer training programs. Congressman Gilman proposed that the fall meeting be split between West Point and Washington, DC in order that more congressional members could be present during the discussion of the Conclusions and Recommendations for the Final Report. The Executive Secretary will poll the members to determine their desires.

3. Briefings by Academy Officials. The Superintendent welcomed the Board to the spring meeting and welcomed Mr. Park Lemmond as a new Presidential Appointee. Topics covered by the Superintendent included the status of the NCAA investigation, a change in the pregnancy policy to bring it more in line with that of the Army and the other service academies, a change in sexual misconduct regulations, the decision of Major General Murphy not to continue as athletic director and the formation of a search committee to choose his successor. The efforts of the Excellence in Army Football Working Group, the program of academic underloading, the move of the Army-Navy football game to Veterans' Stadium in Philadelphia, the new Military Development System, work on the formulation of a duty concept, the focus of Initiative Teamwork, and the closing of Ladycliff College on May 10, 1980 were also covered. The Dean then discussed the report and the recommendations of the Middle States Association. The Board members were given copies of the Academy's Self-Study Report and the Middle States Association Accreditation Report. The Commandant discussed the military aspects of the report to include military science, honor, and physical development. The Commandant then reviewed changes in the operation of Camp Buckner for the summer of 1980. Emphasis will focus on increased human relations training and the leadership environment to include increased chain of command presence and counseling opportunities. He then reviewed the punishments which resulted from incidents at Camp Buckner during the summer of 1979.

4. Admissions Update. Colonel Rogers read the Academy policy concerning class composition and the Academy's goal to seek fairness and equity within candidate categories. He then reviewed admissions statistics comparing the Classes of 1984, 1983, and 1982. The Director of Admissions then discussed the results of the congressional survey concerning nomination assistance and the proposed legislation being staffed at the Department of the Army. Board members will be informed of the details of the proposed legislation upon approval at Department of Defense and forwarding to Congress. The curtailment in travel funds by the Department of the Army and the impact on admissions programs, specifically Project Outreach and the Summer Enrichment Program, were discussed by Colonel Rogers. The Board members asked to receive a briefing this summer by Department of the Army concerning support for the Academy's Reserve Liaison Officer Program. They also asked to receive a briefing on summer support troops to include use of Reserve and National Guard units.

5. Cadet Separations/Attrition Update. Lieutenant Colonel Wilson of the Cadet Counseling Center briefed the Board concerning cadet attrition with focus on Cadet Basic Training and the counseling and intervention programs. The Board members encouraged Academy officials to continue its efforts to evaluate reasons for cadet commitment to remain at West Point. The members also asked Academy officials to continue monitoring closely its ability to discern and separate poor cadet performers.

6. Other Board Discussions.

a. LTC (P) Solomon, 2d Regimental Commander and Commander Designate for Cadet Basic Training 1980, discussed changes in training emphasis for this coming summer. He also discussed the Academy's new policy to encourage cadets to wait for three weeks before making any decision to resign from USMA. Additional motivational programs have been added to the first three weeks of the training.

b. The Board members next discussed issues raised by the Mayor of Highland Falls in individual correspondence with Board members. Discussion focused on village water supply, garbage disposal and landfill, routing of traffic for the proposed Visitors' Information Center, privileges for cadets in Highland Falls, and contracting-out activities. Congressman Gilman reviewed the impact of the limited tax base in Highland Falls and the desire for a cooperative spirit in pursuing resolution of the issues raised. He indicated that Congress must resolve the contracting-out issues and asked to be kept informed of the status of the Commercial and Industrial Type Activity (CITA) reviews. He also discussed the animal import facility at Stewart Army Subpost and the local citizens' concern with sewage disposal. It was the consensus of those members present that the Academy should continue and renew its cooperative efforts with the Town and Village of Highland Falls to resolve in a satisfactory manner the existing issues with regard to water supply, garbage disposal and landfill, traffic routing for the proposed Visitors' Information Center, availability of cadet privileges in Highland Falls, and other issues presently before the Academy.

c. Colonel Eineigl, the facilities' engineer, presented a status report on the Cadet Indoor Athletic Facility. The bids for the facility considerably exceeded the government estimate and the programmed amount. The Academy has asked Department of the Army to request additional funds from Congress for the project. The members present asked that Mr. Baxter forward a letter to the Secretary of the Army supporting the request for additional funds to include the additives necessary to provide an adequately functional facility for hockey and basketball.

7. This portion of the meeting was adjourned at 1650 hours. The Board convened again at 0830 hours, April 26th, in the Commandant's Conference Room.

8. Cadet Specialty/Duty Assignments. Major Pete Swenson, MILPERCEN, DA, briefed the Board concerning an overview of the programs for women in the Army. His analysis included the viability of successful career progression, restrictions in specialty assignments, and opportunities for joint assignments of those cadets marrying other members of the Army. The Board encouraged continued review of these policy concerns by Academy officials and the Department of the Army.

9. Cadet Leadership Development Thread. Colonel Walton, Director of Military Instruction, outlined his department's contribution to cadet military development. He discussed the four-year military science program and the summer training programs with emphasis on leadership training and opportunities.

10. Cadet Nutrition Program. Ms. Kathy Glynn, Cadet Dietitian, briefed on improvements in food service operations and nutrition education and counseling. The Commandant indicated that the cadet weight control program responsibility had been shifted to the Command element (Tactical Officers). The Board asked to be briefed on the effectiveness of that shift during the fall meeting.

11. Other Board Discussions. The Superintendent made some general comments concerning the state of health of the Academy. He and Mr. Baxter expressed appreciation to Brigadier General Bagnal, Deputy Superintendent, for his tremendous contribution to the Academy over the past three years. His dedicated and unselfish efforts have made a lasting contribution to the Military Academy and to the future leadership of the Army. All present wished him success in his future assignment.

b. Congressman Gilman, in noting the recommendations of the Middle States Accreditation Team, encouraged an increase in the number of civilian professorships. The Superintendent indicated that it is planned to consider the value of whether to expand the Visiting Professor Program. In trying to expand the numbers of minorities and women in the higher ranks of the staff and faculty, the Academy will consider the possibility of using civilian faculty until qualified military minorities are available and trained. Otherwise, the Superintendent indicated that an increase in the number of civilians beyond present levels is not under consideration.

c. The Board members asked to be briefed on the manpower situation at West Point to include use of reserve and national guard units/troops.

d. There being no further business, the Board adjourned its 1980 spring meeting at 1100 hours on April 26th.

12. Under the provisions of the Federal Advisory Committee Act the detailed minutes of this meeting of the Board, certified by the Chairman, are available for public inspection in the Office of the Executive Secretary, Board of Visitors, United States Military Academy.

Certified:



HARRY BAXTER  
Acting Chairman  
USMA Board of Visitors



KERMIT M. HENNINGER  
LTC, GS  
Executive Secretary  
USMA Board of Visitors

1 Incl  
Agenda for Spring Visit

AGENDA  
1980 USMA BOARD OF VISITORS  
Spring Visit  
April 25-26, 1980

Friday, April 25

- 0900-1000      Arrival of Board Members - Hotel Thayer
- 1000-1100      Organizational Meeting - Superintendent's Conference  
                    Room (SCR)
- 1100-1200      Briefings by Academy Officials - SCR
- 1200-1220      Move to Front Steps of Washington Hall
- 1220              Lunch - Cadet Mess Hall
- 1300-1345      Admissions Update - SCR
- 1345-1445      Cadet Separations/Attrition Update - SCR
- 1515-1700      Board Discussions - Hotel Thayer
- 1830              Cocktails and Dinner (Ferry Boat or Train Station)

Saturday, April 26

- 0700-0800      Breakfast - Hotel Thayer Dining Room
- 0830-0930      Cadet Specialty/Duty Assignments Briefing - Commandant's  
                    Conference Room (CCR)
- 0930-0945      Break
- 0945-1030      Cadet Nutrition Program Briefing - CCR
- 1030-1130      Board Discussions - CCR

Optional Activities

- 1130-1210      Lunch - Officers' Club
- 1240              Cadet Review - The Plain
- 1400              Intersquad Football Game - Michie Stadium

Incl 1

SUMMARIZED MINUTES - SUMMER MEETING  
1980 USMA BOARD OF VISITORS

1. The summer meeting was convened by the Acting Chairman, Mr. Baxter, at 1000 hours on Tuesday, July 8, 1980, at Barth Hall, Camp Buckner. The members present were: Dr. Dupuis, Mr. Lemmond, Judge Low, and Mr. Baxter. Ms. Pobega from Senator Laxalt's Office, Mr. Stek from Congressman Long's Office, Mr. Hamilton, the Administrative Assistant to the Secretary of the Army, and Major Eggers from the Department of the Army were also present. Colonel Tillar, Executive Secretary, was present. During the Superintendent's welcoming comments, he outlined the changes that have been made in the training program at Camp Buckner. Mr. Baxter responded to the Superintendent's welcome. Both the Superintendent and Mr. Baxter, in their opening comments, welcomed Judge Harry Low, a new member of the Board attending his first meeting. Following Mr. Baxter's comments, the Cadet Regimental S3 presented a briefing on Cadet Field Training. This briefing included an overview of the training given to Third Class cadets at Camp Buckner. Next the Camp Commander, Colonel White, briefed the Board. Colonel White's briefing emphasized those areas in which significant changes have been made; he presented a few indications of the success of the changes. The Board of Visitors then departed Camp Buckner for Camp Natural Bridge and a briefing on the summer support troop activities. The Board was first briefed by LTC Houston, the Commander of the 1st Battalion, 1st Infantry, on the organization and support of the summer augmentation troops. Next was a briefing by LTC McGurk, Commander of the 1st Battalion, 327 Infantry, on his organization, Camp Natural Bridge, and the interface of his troops with the cadet instructional committees. This was followed by a brief tour of Camp Natural Bridge. The Board of Visitors then moved to the field artillery training site where they observed cadets receiving instruction in the firing of field artillery howitzers. Next, the Board moved to a field site to observe engineer training. This training included bridging of various types and an orientation on combat engineers.

Engineer training was followed by lunch in the field at the engineer training site. Members of the Board of Visitors were hosted by individual cadets.

After lunch, the members moved to the mountaineering site where they observed Third Class cadets receiving instruction in mountaineering skills.

2. Manpower Briefings. The Board then returned to the Hotel Thayer for briefings by Academy officials on the manpower situation at the Military Academy. Mr. Killeen and Congressman Gilman joined the Board of Visitors. Also with Congressman Gilman and staying with the group was his staff assistant, Mr. Garon. This briefing was in response to a request from the Board made at its spring meeting. The Academy Comptroller, Colonel Gasper, presented an overview of the manpower situation, discussed authorizations, and present for duty strengths. Colonel Gasper also informed the Board of the "TDA scrub" currently ongoing at the Department

of the Army and then covered in some detail the results of the contracting-out of Commercial Industrial Type Activities at the Academy. This briefing was followed by a presentation by the Academy's Reserve Affairs Officer, LTC Byard, during which he presented an overview of the Reserve Forces involvement in the Academy's mission and activities of Reserve Officers in recruiting prospective cadets.

3. Following a break at the Hotel Thayer, members of the Board moved again to a field location to observe instruction being presented to cadets in survival skills. The Board then moved to Camp Buckner where they observed the camp retreat formation and then to the cottage of the camp commander for dinner and a social engagement involving several cadets, tactical officers, and staff, both from Cadet Field Training and Cadet Basic Training. This concluded the first day's activities. Mr. Gilman departed West Point.

4. During a working breakfast on Wednesday, July 9, 1980, members discussed an Executive Committee meeting in Washington, DC. A tentative time frame of September 3 to 10, 1980 was set for this one-day meeting. Major Eggers was asked to coordinate a specific date and place and advise the Executive Secretary. The members requested that "contracting-out" be placed on the fall meeting agenda. The Board was convened by Mr. Baxter at 0845 in the Commandant's Conference Room. Mrs. Young had arrived and was welcomed. The Board received a briefing on Cadet Basic Training by LTC Solomon, the Commander of Cadet Basic Training and the Cadet Basic Training Regiment Commander. From there the Board of Visitors moved to a field location and observed Third Class cadets receiving instructions in combatives from the recondo committee and soldiers of the 10th Special Forces Group. Following this, the Board of Visitors moved to the confidence obstacle course where they observed new cadets undergoing the obstacle course. From there the Board moved to an area in the field to observe squad competition. At this site, new cadets were competing by squad within their company in athletic and military events. The high morale and enthusiasm of the new cadets was quite apparent at this point. The Board then traveled to Washington Hall and observed an honor class presented to the new cadets. During this class, the new cadets and the Board were shown the film entitled, "Identity." The film was well received by the new cadets and sparked considerable discussion among the Board members.

The Board members then had lunch with cadet hosts in the Cadet Mess Hall and returned thereafter to the Hotel Thayer for Board discussions.

5. Board Discussions. The first matter presented to the Board was a briefing on progress in the selection of a new Director of Intercollegiate Athletics. Colonel Reinhart, Chairman of the selection committee, covered the membership of his committee, the qualifications desired in the director, the advertisements for the position, and selection committee discussions on the status (military or civilian) of the director.

Colonel Reinhart then presented statistics on the number of files that the Board had reviewed for the position and indicated progress to date. At this time the field had been narrowed down to 11 potential candidates.

Colonel Reinhart's briefing was followed by a presentation by the Commandant of Cadets on a recently approved policy for alcoholic beverages for the Corps of Cadets. The Commandant covered the purpose of the policy, the concept, and then discussed the authorizations for use of alcoholic beverages on post and off post.

Next, the Superintendent presented an overview of the past year's experience of honor cases. The Superintendent presented a statistical review of the year and identified two issues that are currently receiving increased educational emphasis: the issue of intent and an apparent lack of understanding of the consequences of their actions by the plebes. At this point, Congressman Gilman joined the Board members and the Board achieved a quorum. The Acting Chairman, Mr. Baxter, opened the floor for nominations for Chairman of the Board of Visitors. Mr. Baxter was nominated, and a motion followed to close the nominations. This motion was passed by a unanimous vote. Following that, the Chairman, Mr. Baxter, opened the floor for nominations for Vice Chairman. Mr. Killeen was nominated, and a motion followed to close the nominations. This motion was passed by a unanimous vote. There followed a discussion by the Executive Secretary of the ongoing ballot to amend the Rules of the Board of Visitors to permit voting by mail or telephone on routine administrative organizational matters. Mr. Gilman presented concerns about "proxy" voting. Judge Low recommended that the Board of Visitors meet once per year in Washington. Mrs. Young suggested that "proxy" voting would open the doors for doing other business by mail. Mr. Lemmond commented that we either need an organization or we need the members' attention to participating in the Board meetings. There was a consensus of the members present that rather than amend the Rules of the Board, the Chairman should write a letter to the members stressing the importance of individual attendance at BOV meetings. The Executive Secretary was directed not to pursue further voting on the amendment to the Rules.

At this time, Chairman Baxter and Mr. Lemmond had to depart the meeting in order to meet their transportation for return flights. The Board no longer had a quorum. Mr. Killeen, Vice Chairman, assumed the Chair. The Superintendent presented the information on the status of the funds for the cadet indoor athletic facility, and advised the Board that, at present, the funding was being held up between DoD and OMB. The Superintendent also advised the Board of recently received complaints concerning the Cadet Glee Club participation in the Anita Bryant Special which, subsequent to filming, was sold to Anita Bryant Ministries for sponsorship.

LTG Goodpaster informed the members that the Academy is now scheduled to appear before the NCAA Committee on Infractions in late August.

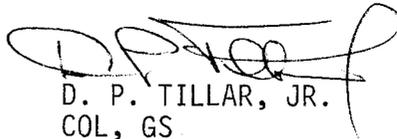
There being no further business before the Board, the Board adjourned at 1620 hours on Wednesday, July 9, 1980.

6. Under the provisions of the Federal Advisory Committee Act the detailed minutes of this meeting of the Board, certified by the Chairman, are available for public inspection in the Office of the Executive Secretary, Board of Visitors, United States Military Academy.

Certified:



HARRY BAXTER  
Chairman  
USMA Board of Visitors



D. P. TILLAR, JR.  
COL, GS  
Executive Secretary  
USMA Board of Visitors

1 Incl Agenda for Summer Meeting

AGENDA  
1980 USMA BOARD OF VISITORS  
Summer Visit  
July 8-9, 1980

Tuesday, July 8

A. M.	Arrival of Board Members - Hotel Thayer and STAS
1000-1030	Cadet Field Training (CFT) Briefing - Camp Buckner
1040-1045	Enroute to Camp Natural Bridge
1045-1110	Briefing on Summer Support Troop Activities - Camp Natural Bridge
1110-1230	Observe Field Artillery and Engineer Training - Range 2 and Area W
1230-1320	Lunch - Area W
1320-1330	Enroute to Mountain Site - Area C
1330-1415	Observe Mountaineering - Area C
1415-1430	Enroute to Hotel Thayer
1430-1440	Refreshments
1440-1540	Briefing on Manpower - Hotel Thayer
1540-1640	Break - Hotel Thayer
1640-1700	Enroute to Survival Site - Area R
1700-1800	Observe Survival Training - Area R
1800-1815	Enroute to Camp Buckner
1815-1830	Observe Retreat - Camp Buckner
1830-2200	Cocktails & Picnic - Camp Buckner
	Return to Hotel Thayer



SUMMARIZED MINUTES - EXECUTIVE COMMITTEE MEETING  
1980 USMA BOARD OF VISITORS  
September 10, 1980/Washington, D. C.

1. The Executive Committee of the Board of Visitors (BOV) convened in Washington, D. C. on September 10, 1980. The meeting was held in Room H308 of the Capitol and was attended by Mr. Baxter, Mr. Killeen, and Mr. Lemmond; Senator Exon was able to attend a portion of the meeting. Mr. Garon, representing Congressman Gilman and Mr. Pallas, representing Senator Exon were able to attend the entire meeting. LTC Shipley of DCSPER, LTC Eggers of OCLL, attended as did COL Tillar, Executive Secretary, and LTC Pope, Assistant to the Executive Secretary.

2. Mr. Baxter opened the meeting at 0920 and the first item of discussion was the Bill introduced by Senator Javits concerning the terms of service of BOV members. After some discussion, it was decided that the Chairman would advise Senator Exon and Representative Davis, in writing, of the Executive Committee's support of this Bill and request their support in Congress.

3. The next item of discussion was the Academy's draft responses to the 1978 and 1979 BOV recommendations. The discussion centered on the current status of the Cadet Indoor Athletic Facility (CIAF). It was eventually determined that the authorization and appropriation to construct the CIAF was valid through September 1981, but that a new allocation of funds would be needed if the Office of Management and Budget (OMB) directed the Department of the Army (DA) to reallocate the funds. Mr. Baxter asked that the BOV look at Smith Rink and the Field House during the Annual Meeting, with particular attention to the safety problems with Smith Rink.

4. Mr. Pallas pointed out that the Annual Meeting, October 2-4, 1980, will conflict with the scheduled closing sessions of Congress and it is unlikely that the congressional members would be able to attend. The Chairman indicated that the October 2-4 dates would not be changed but that it might be necessary to hold meetings on October 5th. COL Tillar indicated that he would inform the other members.

5. The Executive Secretary suggested that in 1981 the Board hold its organizational meeting in Washington, D.C. The members present agreed with the suggestion.

6. The draft recommendations for the 1980 report were discussed and the following comments were made.

a. Support for the Visiting Professor Program should be expressed.

b. The Superintendent should be commended for the use of Reserve Components in supporting Academy operations, and the use of the Military Academy Liaison Officers (MALOs) in support of the admissions effort.

APPENDIX 4

c. Emphasis on minority recruiting should continue.

d. Support of the legislation to obtain 50 nominations for the Superintendent should be indicated.

6. There being no further business, the Executive Secretary adjourned the meeting.

Certified:



HARRY BAXTER  
Chairman  
USMA Board of Visitors



D. P. TILLAR, JR.  
COL, GS  
Executive Secretary  
USMA Board of Visitors

SUMMARIZED MINUTES - ANNUAL MEETING  
1980 USMA BOARD OF VISITORS

1. The Annual Meeting of the USMA Board of Visitors (BOV) was convened by the Chairman, Mr. Baxter, at 9:30 p.m. October 2, 1980, at the Hotel Thayer. Members of the Board present were Messrs. Baxter and Lemmond, Judge Low and Dr. Dupuis. Mr. Pallas represented Senator Exon, Ms. O'Neil represented Congressman Long, and Mr. Garon represented Congressman Gilman. Lieutenant Colonels Shipley and Eggers represented Department of the Army. Colonel Tillar, Executive Secretary of the Board, was present.

2. Organizational Session. The Executive Secretary presented the proposed agenda for the Annual Meeting. The members present approved the agenda; Mr. Baxter requested that the Dean include recommendations from the recent Accreditation Report concerning civilian representation on the faculty in the presentation scheduled for October 3, 1980. Quorum for the Annual Meeting was discussed. It appeared that a quorum would not be achieved during the meeting. Preparation of the Annual Report under these conditions was discussed. The Executive Secretary informed the Board that, based on legal advice, the Report could be prepared indicating that the recommendations for 1980 were adopted by the members present (or represented) at the meeting. The Report would then be forwarded to each member of the BOV for signature. The Board discussed the possibility of another meeting in Washington, D. C. to achieve a quorum but later rejected this course of action. The Executive Secretary reminded the members present that, in accordance with the Executive Committee decision in September 1980, the 1981 BOV Organizational Meeting will be held in Washington, D. C. This meeting is planned for April 1981. There being no further business, this session was adjourned at 10:30 p.m.

3. Superintendent's Report. The Board reconvened on October 3 at 9:00 a.m. in the Superintendent's Conference Room, Building 600. Congressman Gilman and Mr. Wollerton, representing Congressman Conte, joined the members of the Board at this point. The Superintendent began his report by welcoming the members to West Point; noting that the Vice Chairman, Mr. Killeen, was unexpectedly unable to attend the Annual Meeting due to his health. All members present joined the Superintendent in a "get well soon" wish for Mr. Killeen. The Superintendent then presented several items of interest to the Board: the 1980 summer training experience which included no serious incidents, no resignations of the Third Class at Camp Buckner, the lowest resignation rate in years (6.3% men and 4.7% women) from Cadet Basic Training, and a positive learning experience for these cadets. The Superintendent then informed the members that the NCAA investigation of alleged recruiting violations was complete and that USMA was anticipating conclusion of this matter shortly. The Superintendent next reviewed the status of the Cadet Indoor Athletic

Facility (CIAF) and advised the members that funds for the Facility had, unfortunately, been reallocated to other Department of the Army needs. The Superintendent stressed the need for the CIAF, stating that it should be viewed as a capital investment and that USMA and Department of the Army were hopeful that construction could begin in FY 81. The Superintendent summarized the recent General Accounting Office review of USMA contracting-out of commercial-industrial type activities (CITA). This subject was covered in greater detail later by the USMA Comptroller. The Superintendent then reviewed recent key personnel changes at USMA: BG Brown, new Deputy Superintendent, arrived in July; Mr. Ullrich, new Director of Intercollegiate Athletics, arrived in September; Colonel Costa now heads the Department of Foreign Languages; Colonels (Professors and Heads of Department) Willard and Schilling retired this past summer from the Departments of Foreign Languages and Engineering, respectively; and Mr. Cavanaugh was appointed head football coach in August following the resignation of Coach Saban. The Superintendent concluded by outlining important committee work ongoing at West Point to include: implementation of a new military development system; development of a "duty concept"; development of a concept for cadet social development; a cadet time study; a cadet quality of life study; efforts to build effective communications between cadets, staff and faculty under "Initiative Teamwork"; efforts of the working group studying Army football; and, finally, reviews of the USMA admissions process, academic excellence, and integrated services of men and women. The Superintendent ended his report by welcoming views and questions of the members present and offering assistance to the Board in any way.

4. Discussions on Academics. Brigadier General Smith, Dean of the Academic Board, initiated the discussion with an overview of the "new" USMA academic program now in its third year. General Smith advised Board members that from his perspective no major problems had so far developed in the program. The Dean advised the members of the recent accreditation of the Academy by the Commission on Higher Education of the Middle States Association of Colleges and Schools, reviewed efforts for Library development, and discussed the five year computer development plan. Next, the Dean discussed field of study selections by the cadets. General Smith then reviewed the USMA faculty composition, comments by the Accreditation team on faculty composition and efforts of the Academy toward bringing on board more tenured (Ph.D.) military faculty. In this connection, the Dean also discussed the Visiting Professor (VP) program and the current USMA goal of one VP per department. The Academy currently has 12 VPs (2 additional VPs were expected but had to drop out at the last minute).

5. Board Discussions. Colonel Olvey, Head of the Department of Social Sciences, briefed the Board on a study recently drafted concerning civilian representation on the USMA faculty. This study had not yet been formally accepted by the Superintendent and was still under evaluation. The study analysis was shared with the members to provide background and information on this matter. Colonel Olvey covered the historical perspective

of the predominantly military USMA faculty, growth of USMA course offerings since 1967, and changes in USMA faculty composition since 1962 (to include the growth in the number of Ph.D.s). Colonel Olvey also summarized conclusions of other study groups related to faculty composition: DoD Faculty Mix Study, West Point Study Group, GAO, and others. There then followed a general discussion of civilian representation, Ph.D. percentages, the Visiting Professor Program, extracurricular demands on the USMA faculty, and various "mixes" of civilian/military faculty. This discussion was followed by a brief overview of the Honor System presented by Cadet Healey, Chairman of the 1980 Cadet Honor Committee. Cadet Healey covered the background of the current procedures, an overview of honor statistics (cases), and his impression of the new, non-adversarial, investigative hearing procedures. It was Cadet Healey's opinion that the Corps of Cadets has generally accepted and endorsed the new procedures. Mr. Healey indicated that the new procedures meet Secretary of the Army guidance and allow the Academy to comply with the "60-day rule." Cadet Healey then identified to the members current concerns of cadets about the new procedures: the role of the Hearing Officer and Cadet President, the expanding role of counsel for the accused cadet, and the fact that new procedures have not addressed (nor were they intended to) traditional issues of discretion and single sanction. There then followed questions and discussion of the topics presented by the Honor Chairman. At this point, the Board moved to Washington Hall for lunch--each member or representative escorted by a cadet. Congressman Gilman and Mr. Wollerton departed West Point at this time.

6. Visit to Smith Rink, Field House, and Eisenhower Hall. Following lunch, members visited Smith Rink and the Field House as background for consideration of the Board's position on the Cadet Indoor Athletic Facility (CIAF). The members observed the condition of Smith Rink and the age and state of the equipment therein. The members were briefed by Colonel Eineigl, the Director of Engineering and Housing at USMA, on the costs of various programs to maintain or upgrade Smith Rink. The Board was briefed in the Field House by Lieutenant Colonel Tobin, Assistant Director of Intercollegiate Athletics, on the use and scheduling of this facility. The members were informed that the CIAF would relieve considerable pressure on the Field House which, in turn, would accommodate programs currently crowded into the cadet gym. The Board then moved to Eisenhower Hall where the members were given a tour of the building and a briefing on the social and cultural programs conducted in this facility. Members observed the crew of the Alvin Ailey American Dance Theater setting up the auditorium for the evening presentation.

7. Board Discussions. Members and representatives of the BOV assembled in the lounge area in Eisenhower Hall for discussions at 3:30 p.m. The first topic, changes in the Fourth Class System, was presented by Cadet Rich, Brigade Executive Officer. Cadet Rich covered the following points: the Superintendent's guidance (high standards without abuse and

relaxation of external constraints); phasing of the requirements of the system; Fourth Class duties, knowledge and limits; Fourth Class System cadet officer chain from company to brigade; reports of the System; Development Time (more time and greater flexibility for instruction); and education and assessment programs. Cadet Rich also reviewed the experience of Cadet Basic Training 1980. Following a brief discussion of this presentation, Colonel Armstrong, Department of Mathematics, briefed the members on a study of cadet time recently completed by a group under his chairmanship. Colonel Armstrong covered the following areas: cadet perception of adequate study time, cadet study patterns (heavy in mid-morning and late night), use of study time for daily requirements, time devoted to chain-of-command duties (more than the institution expects), time available for counseling and social activities (perceived by cadets to be inadequate), and the current status of the study (informally reported to the Superintendent, will be briefed to the Dean, Commandant and other major activity directors at USMA, and will be provided as feedback to cadets). The Chairman, Mr. Baxter, asked if cadets have enough time to study. Colonel Armstrong replied that the study group concluded that there is adequate time for the average cadet to study. Mr. Lemmond asked if cadets would be provided feedback from the study. Colonel Armstrong responded affirmatively. The Superintendent concluded the discussion with the comment that now we (USMA) have something solid to deal with in the area of cadet time. At this point, members of the Board indicated a desire to again discuss civilian representation on the USMA faculty. After a short break, the Dean and Colonel Olvey joined the group. General Smith reviewed the status of Colonel Olvey's study and future steps in response to the study. The Superintendent commented that this issue (appropriate mix of civilian and military on the faculty) will be considered in the context of the USMA mission--a mission which includes more than education, that the USMA derives certain benefits from a vigorous military faculty, that the evaluation process is still ongoing, and that he thought a year or two of experience with the full Visiting Professor Program was needed before making additional decisions. Mr. Lemmond asked how the Department of Defense views the difference in faculty composition between the USMA and the Naval Academy. The Dean responded that there are different problems and requirements at the Naval Academy. There then followed a discussion of Permanent Associate Professor, Ph.D., and junior faculty requirements at USMA. Judge Low recommended USMA consider using a series of guest lectures as a means to tap available outside talent and increase cadet interaction with civilian educators. The Superintendent responded that USMA would consider this recommendation. There being no further business, this session was adjourned at 4:50 p.m.

8. Board Discussions. The Board reconvened Saturday morning, October 4, 1980, in the West Point Room of the USMA Library at 8:15 a.m. Messrs. Baxter and Lemmond, Dr. Dupuis, and Judge Low were present. Mr. Pallas represented Senator Exon, Ms. O'Neil represented Congressman Long and Mr. Garon represented Congressman Gilman. The Executive Secretary

was present, as was the Superintendent, Deputy Superintendent, Commandant, Lieutenant Colonels Shipley and Eggers. The Commandant, Brigadier General Franklin, initiated the discussion with a brief summary of the issues associated with the five-year service obligation of USMA graduates. The Commandant stressed to the Board members that this discussion was in response to the 1979 BOV recommendation and that USMA had not taken a position on these issues. Alternative forms of service and the reserve commission were discussed. Both the Chairman, Mr. Baxter, and the Superintendent indicated that the provision contained in recent legislation to "waive" the active duty obligation for ROTC scholarship recipients needs to be carefully watched. There followed a discussion of the equity of options between ROTC and USMA graduates. The Superintendent commented that emphasis on the five-year "obligation" tends to shift cadet aim from a "lifetime of service" to a five-year minimum. He observed that a rigid minimum seems to somewhat detract from the USMA intent--that inspiration for service is a better way to achieve our (USMA) full purpose. Judge Low suggested raising the maximum age for entry to USMA as a way of expanding the pool of potential candidates. General Franklin and the Deputy Superintendent, Brigadier General Brown, discussed officer career progression and what normally happens in the first five years of an officer's career. The Superintendent discussed advantages of graduate schooling to the long-term service of an officer. Ms. O'Neil and the Commandant presented views on the degree of commitment to service expected of applicants to West Point and of cadets at West Point. Dr. Dupuis interjected that USMA should, in his opinion, present the five-year service commitment as an "opportunity" vice "obligation." Judge Low recommended that the 1980 BOV not include a recommendation on this issue in its Report; Mr. Baxter agreed and asked for a sensing of the members present. The members agreed. At this point Mrs. Young, Presidential Appointee, joined the meeting. There then followed a discussion of contracting-out of CITA at USMA. The discussion was initiated by a brief presentation by Colonel Gasper, USMA Comptroller, and Lieutenant Colonel O'Donohue, USMA Purchasing and Contracting Officer. Colonel Gasper presented the current status of USMA CITA reviews. Discussion followed on the GAO review of the custodial services contract. Colonel Gasper informed the members that USMA will not award the contract until the GAO review is concluded and all protests resolved. Discussion next turned to the consolidated maintenance/motor pool operations review. Colonel Gasper advised that the solicitation had been issued, the Army Audit Agency review was complete, and that conditional award was anticipated in December 1980. Next followed a general discussion of future reviews (delayed because of lack of action at the DoD level), provision for strikes or other contingencies, exceptions to review and the advantages and disadvantages of contracting-out. Dr. Dupuis expressed the view that this action is dismantling the support structure of the Army and that a strong position against contracting-out was necessary. Colonel Tillar reminded the Board of the type activities under review--that they were commercial-industrial, and that primarily the impact at West Point would be replacing a government-employed civilian work force with a privately-employed work force. The Superintendent observed that contract administration will become an expanding task for USMA as we proceed down this road. There then followed more general discussion by the Board.

9. Board Discussions - Recommendations for the 1980 Report. Following a short break, the members reassembled to consider recommendations for the 1980 Report. Congressman Gilman and Mr. Wollerton rejoined the meeting during this discussion. Members present included Mr. Baxter (Chairman), Mrs. Young, Dr. Dupuis, Judge Low, Mr. Lemmond, and Congressman Gilman. A quorum (seven members) was not present; however, two additional members (Senator Exon and Congressman Long) were represented by their designated staff (Mr. Pallas and Ms. O'Neil respectively). The following 11 recommendations were considered, discussed, and adopted by the members present with concurrence of the two Congressional staff representatives present:

a. Relationship With Local Communities: The Academy should continue and renew its cooperative efforts with the town and village of Highland Falls to resolve in a satisfactory manner the existing issues with regard to water supply, garbage disposal and landfill, traffic routing for the proposed Visitors' Information Center, availability of cadet privileges in Highland Falls, and other issues presently before the Academy.

b. Visitors' Information Center (VIC)/Museum: That Departments of the Army and the Interior, with Administration support, vigorously pursue efforts to fund and construct the VIC. That Department of the Army and the Military Academy vigorously pursue efforts to fund and construct an expanded Museum as part of this complex.

c. Contracting Out of Commercial-Industrial Type Activities (CITA): That the Academy should proceed carefully in its review and should ensure continued high quality service. The Board wishes to be informed in 1981 of the results of the CITA reviews.

d. Cadet Indoor Athletic Facility: That the Administration support construction of a Cadet Indoor Athletic Facility for ice hockey and basketball beginning FY 1981.

e. Summer Training Programs: The Board wishes to commend the Superintendent, the Commandant, and the commanders of Cadet Field Training, Colonel White, and Cadet Basic Training, Colonel Solomon, for their inspiring and innovative leadership. The Board recommends that Summer Training Programs for 1981 continue in the vein set by summer 1980.

f. Additional Nominations: That the Department of the Army and Department of Defense continue their vigorous support of this proposed legislation.

g. Recruiting of Minority and Women Candidates: The Board of Visitors wishes to commend the Superintendent and the United States Military Academy staff for exemplary efforts in the improvement of minority and women admissions. It is further recommended that continued efforts be expended in this area to recruit minority and women candidates for West Point.

h. Recruiting of Minority and Women Staff and Faculty: That the Military Academy renew and continue its efforts in recruitment of minority and women for the staff and faculty.

i. Utilization of Reserve Components: The Board recommends continued efforts in the effective utilization of Reserve Components as augmentation for USMA. Moreover, the Board supports and encourages increased program resources for the Military Academy Liaison Officer (MALO) program in terms of quality administration, dollars, and man-days.

j. Civilian Faculty: That the Academy weigh this issue in the context of its mission, maintaining sight of the benefits derived from a vigorous military faculty and the perspective provided by civilian faculty, and consider increasing the number of civilian faculty and Ph.D. representation on the faculty. Further, that the Academy consider expanded use of visiting lecturers from the national pool of talent available. The 1981 Board should be kept abreast of Academy efforts in this area.

k. Honor Code and System: That the Academy continue to evaluate the recent changes in honor procedures and that current emphasis on education by the Cadet Honor Committee be continued. Finally, that the 1981 Board be fully informed as to the Hearing procedures in use and due process implications.

The members concluded that a copy of their recommendation concerning the Relationship With Local Communities should be provided to officials in Highland Falls. Further, the members present identified two areas for further review and discussion in 1981: Civilian Faculty and the Honor System. The Executive Secretary was requested to so advise Academy officials and to include these two specific areas in the agenda for the 1981 Board.

10. The Superintendent acknowledged with appropriate remarks and ceremony the distinguished service to West Point of two members of the Board whose term of appointment expires December 31, 1980: Mr. Harry Y. Baxter, Chairman of the 1980 Board of Visitors, and Mrs. Margaret Whitney Young. BOV members present joined the Superintendent in thanking these two individuals for their constant support, presence, and thoughtful counsel to the Board and Academy over the past three years.

11. There being no further business before the Board, the Board adjourned at 11:30 a.m. on Saturday, October 4, 1980.

12. Under the provisions of the Federal Advisory Committee Act, the detailed minutes of this meeting of the Board, certified by the Chairman and Executive Secretary, are available for public inspection in the Office of the Executive Secretary, Board of Visitors, United States Military Academy.

Certified:



HARRY V. BAXTER  
Chairman  
USMA Board of Visitors



D. P. TILLAR, JR.  
COL, GS  
Executive Secretary  
USMA Board of Visitors

1 Incl  
Agenda for Fall Meeting

AGENDA  
1980 USMA BOARD OF VISITORS  
Annual Visit  
October 2-4, 1980

Thursday, October 2

- 1700 Arrival of Board Members - Hotel Thayer  
1830-2130 Cocktails and Dinner - Hotel Thayer  
2130-2230 Organizational Meeting - Hotel Thayer

Friday, October 3

- 0730-0900 Breakfast - Hotel Thayer  
0900-0925 Superintendent's Report - Superintendent's Conference Room  
0925-0945 Discussions on Academics (Dean) - Superintendent's Conference Room  
0945-1000 Coffee Break  
1000-1200 Board Discussions  
(Civilianization of Faculty and Visiting Professor Program)  
(Honor System)  
1215-1300 Lunch in Cadet Mess  
1300-1330 Visit to Smith Rink  
1335-1430 Tour of Field House and Eisenhower Hall  
1430-1700 Board Discussions - Eisenhower Hall  
(Changes to Fourth Class System)  
(Cadet Time)  
1800-2100 Cocktails and Dinner - Ferryboat and Train Station

Incl 1

Saturday, October 4

0700-0800      Breakfast - Hotel Thayer

0815-0930      Board Discussions - Cadet Library  
                  (Five Year Obligation)  
                  (CITA)

0930-0945      Coffee Break

0945-1120      Board Discussions  
                  (Recommendations for 1980 Report)

1140             Parade

1215-1400      Superintendent's Football Luncheon

1400-1700      Football Game  
                  Army vs Harvard

1700 (Tentative) Depart Hotel Thayer



BOARD OF VISITORS  
UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK 10996

May 23, 1980

LETTER OF APPOINTMENT

Under the provisions of paragraph 1.04 of the Rules of the Board of Visitors, the following members are appointed as the Executive Committee of the 1980 United States Military Academy Board of Visitors.

MR. HARRY BAXTER, Acting Chairman, ex officio  
MR. JAMES R. KILLEEN, Acting Vice Chairman  
MRS. WHITNEY YOUNG, Member  
MR. WILLIAM PARK LEMMOND, JR. Member  
SENATOR J. JAMES EXON, Member  
REPRESENTATIVE BENJAMIN A. GILMAN, Member  
REPRESENTATIVE JOHN M. MURPHY, Member

The members of the Executive Committee shall serve for a period commencing with their appointment until their reappointment or the appointment of their successors at next year's organizational meeting. The Committee shall serve an oversight function as considered appropriate and necessary and shall report to the Board of Visitors at each meeting with its findings and recommendations. Its recommendations shall be taken up by the Board as agenda items.

A handwritten signature in dark ink, appearing to read "Harry Baxter", written over a diagonal line that crosses the signature.

HARRY BAXTER  
Acting Chairman  
1980 USMA Board of Visitors

APPENDIX 6



BOARD OF VISITORS  
UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK 10996

May 13, 1980

Honorable Clifford L. Alexander, Jr.  
Secretary of the Army  
Washington, D. C. 20310

Dear Mr. Secretary,

The Board of Visitors of the United States Military Academy recently visited West Point where we reviewed the ongoing and planned activities and operations of the Academy.

The purpose of this letter is to express our support for construction of the new Cadet Indoor Athletic Facility and to request your support in seeking the necessary authorization authority from Congress. Because the low bid for the project exceeded the programmed amount, a Cost Variation Report will shortly be sent to Congress requesting authority to increase the authorized programmed amount from \$12.2 million to \$17.96 million. We understand that the additional funds will come from cost savings from other Army projects and not from the cancellation of other important projects.

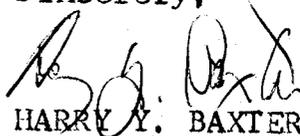
The Board of Visitors has long been aware of the need of this facility. We have supported it since its inception, and have followed its progress with great interest over the years. Its need and impact on the fabric of the institution is well known to us. It will provide a facility that is comparable to other institutions with which we compete for the high quality youth of our nation--the student/athlete. It will reduce the pressures on athletic facilities that have resulted from an expanded athletic program and it will replace a badly deteriorated hockey rink.

APPENDIX 7

Honorable Clifford L. Alexander, Jr.

I could continue in this vein, listing the detailed reasons why the Military Academy needs this facility. However, let me simply close by saying that the Board of Visitors joins me in asking your support for this very important project.

Sincerely,



HARRY Y. BAXTER  
Acting Chairman  
USMA Board of Visitors

June 12, 1980

BG Charles W. Bagnal  
Director  
Officer Personnel Management Division  
MILPERCEN  
200 Stovall Street  
Alexandria, Virginia 22151

Dear General Bagnal:

On behalf of the United States Military Academy Board of Visitors I want to express our deep admiration for your superb performance as the Deputy Superintendent. Your contributions to the Academy have done much to enhance the prestige and reputation which the nation expects of West Point.

It is apparent to the Board that many of the substantial improvements in Academy operations and procedures are a direct result of your interest, innovative ideas, and perseverance. Your keen insight into the myriad of problems on the post and in the Corps of Cadets was most useful to everyone at West Point and to the Members of the Board.

Without doubt, the most important factor in your many contributions has been your splendid cooperation with Department of the Army and members of Congress, and with local community leaders--and above all your harmonious relationship with the Superintendent. This spirit of teamwork was especially critical during the turbulent years of your tenure. We can reasonably expect that the improvements you have fostered in every corner of Academy operations will continue to pay dividends in the future.

The members of the Board wish you and Patsy well in your new assignment and we sincerely hope that our paths will cross again in the near future. Good luck in all your endeavors.



HARRY BAXTER  
Acting Chairman  
USMA Board of Visitors

APPENDIX 8



BOARD OF VISITORS  
UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK 10996

September 10, 1980

Dear Colleague:

As you are undoubtedly already aware, the annual visit of the Board to West Point is scheduled for October 2nd through the 4th, 1980.

This is a particularly important visit in that it fulfills provisions of Title 10 U.S.C. 4355(d) and is the time when the Board's report to the President is outlined. In order that our report be meaningful, it is necessary that we achieve at least a quorum of the membership during this visit.

I've inclosed the proposed agenda for the annual visit for your information. You will note that there are significant discussions on Friday and Saturday bearing on issues raised by the Board. Also, note that recommendations for the 1980 report will be addressed at the 9:45 a.m. session on Saturday; this is the critical time. We must have at least a quorum present to transact this business.

I urge you to come for the entire visit. I am aware, however, that this will be a very busy time for many of us. Should your schedule not permit you to be with us for the entire visit, please strive to be present for the Saturday morning, October 4th sessions. I'm sure that LTC Howard Eggers, Office of the Chief of Legislative Liaison, will work with your staff to arrange suitable transportation for you.

Should you have any questions concerning the visit, don't hesitate to contact our Executive Secretary, Colonel Don Tillar (914-938-4723), or me. Hope to see you there!

Warm regards,

A handwritten signature in black ink, appearing to read "Harry Baxter".

HARRY BAXTER  
Chairman  
USMA Board of Visitors

1 Incl  
As stated

APPENDIX 9



BOARD OF VISITORS  
UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK 10996

September 10, 1980

Dear Colleague:

As you are undoubtedly already aware, the annual visit of the Board to West Point is scheduled for October 2nd through the 4th, 1980.

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Warm regards,

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HARRY BAXTER  
Chairman  
USMA Board of Visitors

1 Incl  
As stated

APPENDIX 10

September 17, 1980

Honorable J. James Exon  
United States Senate  
Washington, DC 20510

Dear Senator Exon:

At its meeting on September 10, 1980, your Executive Committee of the United States Military Academy Board of Visitors considered Senate Bill S.2856 introduced by our colleague Senator Jacob K. Javits. It was the consensus of the Committee that I inform you that the Committee endorses this bill and requests that you support its passage.

The Committee also discussed the recently proposed legislation dealing with nominations by the Superintendent of each of the service academies. This proposal was forwarded to the Senate and House by letter from the Assistant Secretary of the Army for Manpower and Reserve Affairs on August 12, 1980. The Executive Committee strongly supports this legislation and encourages you to sponsor this bill and promote its early passage.

Many thanks for your continued support of our efforts in behalf of the Academy. I look forward to seeing you soon.

Sincerely,



HARRY BAXTER  
Chairman, United States Military  
Academy Board of Visitors

APPENDIX 11

September 17, 1980

Honorable Mendel J. Davis  
House of Representatives  
Washington, DC 20515

Dear Mr. Davis:

At its meeting on September 10, 1980, your Executive Committee of the United States Military Academy Board of Visitors considered Senate Bill S.2856 introduced by our colleague Senator Jacob K. Javits. It was the consensus of the Committee that I inform you that the Committee endorses this bill and requests that you support its passage.

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Many thanks for your continued support of our efforts in behalf of the Academy. I look forward to seeing you soon.

Sincerely,



HARRY BAXTER  
Chairman, United States Military  
Academy Board of Visitors

APPENDIX 12

# Congress of the United States

## House of Representatives

Washington, D.C. 20515

### ADDITIONAL VIEWS OF

HONORABLE BENJAMIN A. GILMAN (R-NY) and  
HONORABLE CLARENCE D. LONG (D-MD)

pp. 7-8, re: "Additional Nominations"

The Board recommends passage of legislation, amending 10 USC, which would allow Superintendents of the Service Academies to nominate annually 50 applicants for appointment consideration, nominations to be made at any time thus permitting both early and late appointment considerations. The stated purpose of this measure is to allow "the Academies to make a firm commitment to a highly qualified prospect early in the recruiting year (in competition with early admissions programs of other major universities) or to an outstanding prospect who decided to apply to the Academies in his or her senior year after normal applications had closed".

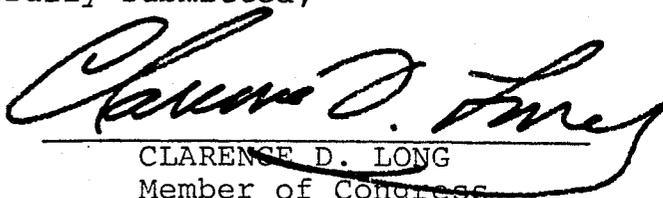
While supportive of the intent to make Service Academies more competitive with private educational institutions in seeking candidates for admission, I must nevertheless underscore my concern for any changes in the nominating process.

It is commendable that the Academy is seeking to increase admissions for minorities, women and athletes, as well as outstanding students. However, greater effort should be made to reach these young people in their sophomore and junior years of high school in order that they may prepare themselves scholastically for the academy and to instill in them the desire and proper dedication that will make them want to pursue a military career. This will enable them to seek nominations through the established channels rather than creating an easier means for them to obtain a nomination.

Respectfully submitted,



BENJAMIN A. GILMAN  
Member of Congress



CLARENCE D. LONG  
Member of Congress

APPENDIX 13

