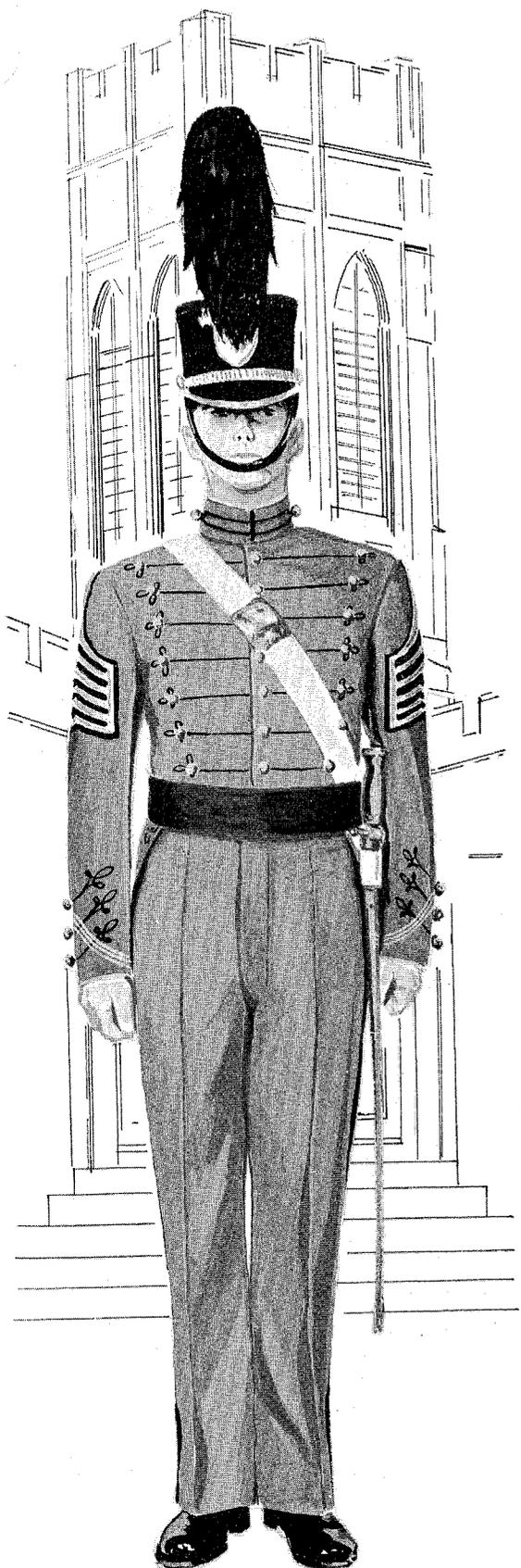


**UNITED  
STATES  
MILITARY  
ACADEMY**

**WEST POINT, NEW YORK**

**REPORT  
of the  
BOARD OF VISITORS**



**DUTY-HONOR-COUNTRY**

*31 December 1981*

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, 1981

West Point, New York, December 31, 1981

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

Daniel K. Inouye, Hawaii

Lowell P. Weicker, Jr. Connecticut

Sam Nunn, Georgia

Alfonse M. D'Amato, New York

Representatives

Les Aspin, Wisconsin

Benjamin A. Gilman, New York

Bo Ginn, Georgia

Julian C. Dixon, California

Toby Roth, Wisconsin

Presidential Appointees

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, Juvenile Court, San Francisco, California (Appointed in 1980 to serve through 1982).

Mrs. Shirley M. Hufstedler, Attorney at Law, Los Angeles, California  
(Appointed in 1981 to serve through 1983).

Mr. Patrick H. Caddell, Cambridge Survey Research, Inc., Washington, D.C.  
(Appointed in 1981 to serve until 1983).

3. EXECUTIVE SECRETARY. Colonel Donaldson P. Tillar, Jr., Special Assistant to the Superintendent for Policy and Planning, USMA, serves as Executive Secretary to the Board.

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 at Appendix 15.

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 1981. Two visits to West Point by the Board were conducted at times of the year permitting an optimum exposure to all facets of Academy operations. The two visits were preceded by an organizational meeting held in Washington, D.C. to identify areas of interest for the 1981 Board.

b. May 6, Washington, D.C. The purpose of the organizational meeting was threefold: (1) to elect officers and appoint the Executive Committee, (2) to identify areas of interest for discussion at the summer and fall meetings, and (3) to schedule future meetings. Additionally, the Board selected a farewell gift for General Goodpaster. The summarized minutes of the meeting are at Appendix 3. The session was open.

c. August 3-5, West Point, New York. The summer visit of the Board to USMA concentrated on the cadet military training programs with first-hand observation of both Cadet Basic Training for the new plebes at West Point and Cadet Field Training for the new third class (sophomores) at Camp Buckner. To familiarize newly appointed Board members with West Point, both a vehicular and helicopter tour of the military reservation were conducted. Members present received a number of briefings and conducted discussions on the USMA mission, honor investigative procedures, the abolishment of the Deputy Superintendent's position and leadership of a racially-mixed Army. The summarized minutes of this meeting are at Appendix 4. All sessions were open.

d. November 5-7, West Point, New York. The Annual Meeting of the Board was devoted to two primary tasks: completion of agenda items identified at the Organizational Meeting, and development of the conclusions and recommendations of the 1981 Board. Members present received a report from the Superintendent and briefings on (1) actions taken at USMA with the departure of the Deputy Superintendent, (2) the USMA curriculum, which included visits to academic departments and classes, (3) the use of White House Fellows on the USMA faculty, (4) civilian representation on the USMA faculty, and (5) the Academy's admissions efforts in a changing demography. The Board was one member short of a quorum for this meeting although two additional members were represented by nonvoting Congressional staff persons. It was the decision of those members present to proceed with the meeting without a quorum and consider the issues, conclusions and recommendations on the basis of a consensus of the members and staff representatives present. The members also directed the Executive Secretary to prepare the 1981 Board recommendations on the basis of this consensus, include these recommendations in the 1981 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 1981 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 who participated in the organizational meeting and two visits to West Point are satisfied that, in those areas of interest to the 1981 Board of Visitors, the Military Academy is accomplishing its assigned mission in a highly professional manner.

The Board was impressed with the manner in which the command of the Military Academy was passed from General Goodpaster to General Scott. It is the opinion of the Board that this transition was handled smoothly and that the Academy is in good hands.

The Board must recognize the outstanding service to the Academy, the United States Army, and the nation of Lieutenant General Andrew Goodpaster. It is our opinion that perhaps no other officer could have brought the Academy through the difficult times following the 1976 cheating incident without damage to the fundamental principles which set this institution apart. During General Goodpaster's tenure the cadet honor code and system were revitalized and strengthened, women were thoroughly integrated into the Corps and into the staff and faculty, the curriculum was reviewed and revised, the admissions program was thoroughly studied, modified and documented, and the intercollegiate athletic department was reorganized, strengthened and put on a firm financial footing. The greatest tribute to General Goodpaster's stewardship, however, is to be found in the soundness of the institution, the firm foundation of its fundamental concepts, and the obvious pride of the cadets, officers and staff at West Point. We wish

Andrew Goodpaster well in his second retirement and extend both our appreciation and that of Boards of the past four years for a job splendidly done.

The Board must also note the outstanding contributions of the Academy's second and, for the present, last Deputy Superintendent, Major General Arthur Brown. The Board's concerns about the loss of the general officer Deputy Superintendent are expressed elsewhere in this report. The Board recognizes the achievements and contributions made to the Academy by General Brown. His able assistance allowed General Goodpaster in the last year of his Superintendency to devote his attention to concluding a number of pressing issues before the Academy. We wish success for Art Brown in his present and future assignments. We note with a certain degree of pride his selection for promotion while serving as Deputy Superintendent and anticipate continued achievement in positions of higher authority.

Finally, the 1981 Board has identified an area of concern which it recommends for further review and analysis by the 1982 Board of Visitors: efforts of the Academy to prepare its graduates to meet the initial requirements facing newly commissioned officers in the Army, in particular, dealing with both junior enlisted personnel and with noncommissioned officers. This Board recommends that the 1982 Board focus its efforts in depth on a relatively few areas, to include the one just identified, and in this manner gain a more full understanding of the operations of the Academy.

b. Specific Conclusions and Recommendations.

TOPIC: Mission of USMA

CONCLUSION: The mission of the United States Military Academy is "to educate, train, and inspire the Corps of Cadets so that each graduate shall have the character, leadership, intellectual foundation and other attributes essential to progressive and continuing development throughout a career of exemplary service to the nation as an officer of the Regular Army." Actions of the three major subordinate elements of the Academy--Offices of the Dean, Commandant and Director of Intercollegiate Athletics--are meeting the spirit and letter of the mission. The Board is concerned, however, about the Academy's efforts to prepare its graduates to meet the initial requirements of lieutenants in the Army; in particular, dealing with junior enlisted personnel and noncommissioned officers.

RECOMMENDATION: That the Academy report on its continuing actions to prepare its graduates to meet their initial leadership challenges, including the management of behavioral problems inherent in today's Army.

TOPIC: Position of Deputy Superintendent

CONCLUSION: The Board regrets the action of the Department of Defense to revoke the General Officer from the Deputy Superintendent position. The need for a General Officer Deputy remains. The Superintendent should have sufficient time to study, analyze, and reflect on the vital issues of the Academy.

RECOMMENDATION: That the Board closely monitor this situation in the future.

TOPIC: Investigative Procedures of Cadet Honor System.

CONCLUSION: The Board of Visitors is fortunate to have had a number of lawyers and jurists, along with Judge Advocates of the Academy, review the procedures. There is agreement that the safeguards of the current system adequately protect both the cadet and the institution. Several recommendations were made to refine the process: that in unusual circumstances, the Commandant waive disqualification of the cadet advisor from also serving as a witness; that the cadet respondent be permitted to retain private counsel in addition to the Army counsel made available; that a verbatim record of the Full Honor Investigative Hearing be made available to the Secretary of the Army if he so desires.

RECOMMENDATION: That the Board be advised before any substantive changes are made to the procedures.

TOPIC: Preparation of Cadets for Leadership of a Racially-Mixed Army

CONCLUSION: The Board applauds the steps being taken by the Academy; we encourage efforts to bring more minorities and women into the staff, faculty and the Corps of Cadets. Because of the Board's ongoing interest, the Academy authorities should continue to monitor efforts in this area.

RECOMMENDATION: That the Academy provide a briefing to the Board as indicated in recommendation pertaining to the mission of USMA.

TOPIC: USMA Curriculum

CONCLUSION: We have reviewed the Academy's curriculum and are satisfied with the balance in Mathematics, Science and Engineering (MSE) and Humanities, Public Affairs (HPA). We applaud the efforts and sensitivity of the staff and faculty in development of the curriculum in response to the changing nature of today's Army.

RECOMMENDATION: See recommendation pertaining to the mission of USMA.

TOPIC: Use of White House Fellows

CONCLUSION: The Board reviewed the number and utilization of former White House Fellows. The Academy is well aware of this resource and is using them to its advantage.

RECOMMENDATION: None.

TOPIC: Civilian Representation on the USMA Faculty

CONCLUSION: The military and nonmilitary composition of teaching faculty meets the needs of the Academy. These needs are unique to this Academy. The Board applauds efforts of the Academy to improve representation on the

faculty of both minorities and women. The Visiting Professors are excellent additions to the faculty in meeting the goals of the Academy. Further efforts should be encouraged in expanding the role of the Visiting Professors.

RECOMMENDATION: That the Academy continue efforts to obtain visiting professors in each department.

TOPIC: Admissions Efforts in a Changing Demography

CONCLUSION: The Board was informed of the projected drastic decline in college-bound population during the 1980s. Academy recruitment efforts seemed to be well thought out. The Board is pleased with the efforts of the Academy in recruiting minorities and recognized that additional efforts will be required to meet the Academy's own goals.

RECOMMENDATION: That the current direction be pursued with vigor.

TOPIC: Impact Aid

CONCLUSION: The Board was briefed by local school officials and Academy officials. The Board recognizes that the local schools upon which the Academy depends for the education of the children of military and nonmilitary personnel of the Academy are in perilous financial condition caused by serious reduction in the federal financial aid. The adverse impact on the mission of the Military Academy cannot be underestimated.

RECOMMENDATION: That the Department of Defense assume responsibility for providing sufficient funds out of its existing appropriations to offset the loss of federal education funds.

1981 USMA Board of Visitors

JAMES R. KILLEEN  
Wayne County Clerk  
Detroit, Michigan  
Chairman  
1981 USMA Board of Visitors

Sylvio O. Dupuis, O.D.  
President  
Catholic Medical Center  
Manchester, New Hampshire

Harry W. Low  
Judge, Juvenile Court  
San Francisco, California

William Park Lemmond, Jr.  
Attorney at Law  
Hopewell, Virginia

Shirley M. Hufstедler  
Attorney at Law  
Los Angeles, California

Patrick H. Caddell  
Cambridge Survey Research, Inc.  
Washington, DC

Daniel K. Inouye  
United States Senate

Lowell P. Weicker, Jr.  
United States Senate

  
Sam Nunn  
United States Senate

Alfonse M. D'Amato  
United States Senate

Les Aspin  
United States House  
of Representatives

Benjamin A. Gilman  
United States House  
of Representatives

Bo Ginn  
United States House  
of Representatives

Julian C. Dixon  
United States House  
of Representatives

Toby Roth  
United States House  
of Representatives

REPORT ON PRESIDENTIAL ADVISORY COMMITTEE RECOMMENDATIONS, 1979. As of November 7, 1981.

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

Update: No changes to the procedures have been implemented subsequent to the briefing of October 3, 1980. The time limit imposed by the Secretary of the Army continues to be met. A new Four Year Honor Education Plan has been implemented by the 1982 Cadet Honor Committee.

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.

Update: The current Cadet Disciplinary System Regulation (351-1) continues to undergo review and update to perpetuate fairness and consistency in the treatment of cadets who choose to violate the Academy's tenets; and there is no delay in identifying deficient cadets. The floating six-month demerit allowance period keeps an offender under scrutiny; the use of conduct probation for certain individuals provides the opportunity for a cadet to be observed very closely under somewhat controlled conditions. Misconduct as defined under Chapter 8, Regs, USMA may result in actions by the Superintendent to include as little as an admonition or as drastic a measure as separation. For the past year, three cadets were separated for misconduct (Regs, USMA) and one for conduct deficiency (351-1). The Military Development System uses a set of Cadet Performance Criteria to evaluate a cadet's leadership ability. This system provides the Academy with a means to separate cadets who do not meet the standards expected of them. The First year's results under this new system saw three cadets separated for military development failure alone. Twenty-eight cadets were separated for failing military development and at least one other academic course. Ninety cadets were deficient in military development and subsequently conditioned and allowed to continue on into the next review period.

#### 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.

Update: The Fourth Class System has remained relatively stable for the past three years. For 1981-1982, emphasis has been added, however, to maintain tighter controls on Fourth Class Development Time in that it may only be used by cadets in a fourth class cadet's chain-of-command or direct line of responsibility.

## 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.

Update: No new additional information.

## 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.

Update: The report of the ad hoc committee chaired by Colonel Olvey was presented to, and accepted by, the Academic Board of the Academy on January 15, 1981.

## 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.

Update: Women in the Class of 1981 were eligible to choose 19 of the 21 accession specialties open to the men. Only specialty codes 11 (infantry) and 12 (armor) were not open to the women. The 62 women chose 15 of the 19 specialties open to 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 cadets in the Class of 1981, additional career management problems will be generated by marriage to other service members. The desire to receive co-located assignments may limit 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.

Update: Minority representation with the Class of 1985 showed an increase to 243 from 216 in the Class of 1984. The continuing improvement in this area has been aided by the expansion of the Summer Enrichment and Project Outreach programs. The Summer Enrichment program was expanded from eight to nine cities for the summer of 1981. Project Outreach is now in its seventh year and has a lieutenant assigned to each of the seven geographic regions used in Admissions. Over the past two years this program has placed increased emphasis on assisting minority candidates with their files. This has significantly increased the personal contact with these candidates. Market Facts, Inc. completed their study under a consulting contract to identify methods of increasing minority and women enrollment. Their recommendations have been received and are under review. The number of women in the Class of 1985 showed an increase to 192 from 153 women in the Class of 1984. Twenty-three women participated in the Thanksgiving CPRC Program for 1980. The goal for 1981 is to have 30 women cadets participate in the program for the three days prior to Thanksgiving.

#### 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.

Update: No additional information has been presented to the Board since October 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.

Update: 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 was used as a basis of a report to the Superintendent and Commandant. Final report was submitted in October 1981.

#### 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.

Update: No change. Data is not available pertaining to the Classes of 1983, 1984, and 1985 relevant to their view of 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.

Update: The Visitors' Information Center was submitted March 1, 1981 at West Point's highest priority project for FY 84. The project was "bumped" to FY 86 by the DA staff because of FY 84 funding limitations. The

Museum and the VIC are now West Point's highest priority projects for FY 85 and FY 86, respectively. A prospectus (planning document) has been prepared by a joint USMA-National Park Service (NPS) planning team. The prospectus will be used in supporting the project. Joint funding of the project with NPS and other agencies continues to be explored. An architect/engineer firm is currently updating the VIC/Museum feasibility study. A report dealing with the economic impact that moving the VIC will have on the Village of Highland Falls has been prepared and is currently under review by the USMA staff.

### 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.

Update:

(1) The Commandant has continued to pursue an effective cadet weight management program. He has directed that the action office for this program is S1, USCC.

(2) All cadets are weighed within the first two weeks of the fall and spring academic semesters. Cadets found to be over the weight limits (AR 600-9) are provided counseling by tactical officers and directed to participate in a weight management option. Options include: working with tactical officers through a specific individual contact, counseling center option, cadet dietician option or DPE option.

(3) If cadets are not successful in one option, they are required to participate in another option. If cadets participate in three options and still show no success, they may be considered for administrative action such as separation.

(4) Focus of all options is to develop life long weight management skills, not simply to meet AR 600-9 standards.

(5) The full-time Cadet Mess dietician, GS-9, Ms Kathy Glynn, continues to provide excellent nutritional guidance to the Corps including nutrition survival skills classes to first class cadets and classes in DPE's personal conditioning classes to fourth class cadets. Light tables are still offered to cadets with increased salads, fresh vegetables and fruits in lieu of most desserts. The concept of these tables is to allow cadets who are working on weight management to provide assistance and support for each other during meals.

REPORT ON PRESIDENTIAL ADVISORY COMMITTEE RECOMMENDATIONS, 1980. As of November 7, 1981.

a. Title and Date of Report: United States Military Academy Report of the Board of Visitors, December 3, 1980.

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 1980 Report 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.

Response: The project was funded by Congress for \$12.2 million in the FY 80 MCA program. It was advertised for construction in February 1980 but the bids received exceeded the funds available by \$5.76 million. Additional authorization and reprogramming authority (\$17.96 million) were obtained from Congress, but the Office of Management and Budget (OMB), acting for the previous administration, declined to apportion the funds. The Army wanted to proceed with the construction of as much as possible of the project (the hockey rink) within the new funding authorization. Accordingly, General Meyer sent a letter in May 1981 to Dr. Schneider, OMB,

soliciting assistance in obtaining the funds for the project. In addition Congressmen Gilman and Ginn independently requested the OMB support for the project and were turned down. General Meyer's letter has not been formally answered. The Congress is in the process of extending the project authorization from September 30, 1981 to September 30, 1983. The project is still in the FY 80 program where at least \$17.96 million exist in the Contingency Reserve. Provided OMB will apportion the funds, and other contingencies from the FY 80 program do not required them, they can be obligated against the project up to September 30, 1983. However, as indicated in OMB's response to Congressmen Gilman and Ginn, the project's budget priority must first be raised. Local OMA funds in the amount of \$300,000 have been expended to keep the Smith Rink hockey facility operating for the short term.

### 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.

Response: The Board members and Academy officials have discussed issues raised by Town of Highlands and Village of Highland Falls officials. Matters discussed included village water supply; garbage disposal and landfill; routing of traffic for the proposed Visitors' Information Center; privileges for cadets in Highland Falls; contracting-out activities; and possible loss of Federal Impact Aid to local school district. Progress has been made to reconcile differences of opinion on all issues, most particularly in the areas of garbage disposal and landfill; and privileges for cadets in Highland Falls.

Considerable emphasis has been placed in recent years to improve relations with the local community. The issue of possible loss of Impact Aid, something which is beyond the control of West Point, could damage relations with the local community. The Academy, in particular, the Deputy Post Commander, will continue cooperative efforts with town and village officials in an attempt to resolve any issues.

### 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.

Response: The Visitors' Information Center was submitted March 1, 1981 as West Point's highest priority project for FY 84. The project was "bumped" to FY 86 by the DA staff because of FY 84 funding limitations. The Museum and the VIC are now West Point's highest priority projects for FY 85 and FY 86, respectively. A prospectus (planning document) has been prepared by a joint USMA-National Park Service (NPS) planning team. The prospectus will be used in supporting the project. Joint funding of the project with NPS and other agencies continues to be explored. An architect/engineer firm is currently updating the VIC/museum feasibility study. A report dealing with the economic impact that moving the VIC will have on the Village of Highland Falls has been prepared and is currently under review by the USMA staff.

#### 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.

#### Response:

(1) USMA has an ongoing program which works to identify qualified minorities and women officers for assignment to the staff and faculty. The effort is a joint one in which USMA and MILPERCEN work to identify available, qualified officers for assignment.

(2) MILPERCEN provides USMA lists of women and minorities on a quarterly basis. The departments then work these lists to identify qualified officers and then contact them to determine their interest in, and availability for, an assignment to USMA. The departments also track outstanding USMA and ROTC graduates from the time they depart school until such time as they are eligible for an assignment here.

(3) The competition for these highly qualified assets is great as USMA must compete, not only with other Army units, but with the civilian community as well.

(4) This command, through the Military Personnel Office, continues to stress to the staff and faculty the importance of this program. A continuous dialogue is also maintained with MILPERCEN so that we receive sufficient nominations from the branches for qualified minorities. Additionally, USMA's goals in each category have increased this year to stay in step with the Army's current strength.

#### 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.

#### Response:

(1) The Board recommended that the Academy proceed carefully with CA reviews and ensure continued high quality of service provided in the past. The Board's recommendation was accomplished through the USMA CA Steering Committee. Prior to the solicitation for bids/offers the Steering Committee ensures that, if a cost comparison demonstrates that contract performance is cost effective, there will be a smooth and successful transition to contract performance at the same level of service.

(2) The Board also requested that they be informed in 1981 of the results of the CA reviews completed in FY 81. Accordingly, the Board was provided a letter, dated June 5, 1981, to keep them informed of the ongoing actions in the area of contracting-out. Additional information was provided at the BOV annual meeting, November 5-7, 1981.

## 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.

Response: The tone and standards so effectively instilled in the training program of CBT 1980 were continued into the summer of 1981. The Cadet Basic Training program was successfully designed to be tough, challenging, professional, and performance oriented. Strong emphasis was placed on establishing a firm, yet supportive leadership atmosphere while concentrating on leadership by self-example, teaching, demonstrating, and assisting. Final results were that the Class of 1985 was accepted by the Corps of Cadets on August 11, 1981 with a total strength of 1426 cadets (1256 male and 180 female members) which reflected an attrition rate below 7%.

## 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.

Response: This legislation was passed by Congress on October 7, 1981.

### 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.

Response: Each of the last two years has shown marked improvement in the numbers of minority and women candidates enrolled at the Academy. Efforts are ongoing to continue this trend. The recommendations of the Market Facts, Inc. report have been received and are under review in evaluating existing programs and possible new programs directed at increasing the number of minority and women admissions. The Summer Enrichment and Project Outreach programs have been continued through 1981 at increased levels of effort.

### 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.

Response: Several recent changes have improved the funding, manning, and administration of the USMA/ROTC Liaison Officers (formerly MALO) program. USMA is now directly funded to support this program for costs of travel, training, administration, supply, and services. Direct budgetary responsibility for this increased level of funding lies with the Director of Admissions. This office has been augmented by a clerical position to support the administration of the program. The manning ceiling for the program has been increased from 414 to 500. Reserve component troop augmentation to support USMA has continued at the same level as in 1980.

### 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 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.

Response: The Report of Committee to Study Civilianization of Faculty was concurred in by the General Committee on December 12, 1980 and received the Academic Board's unanimous indorsement on January 15, 1981. The Dean stressed the need for a vigorous military faculty to support the Academy's mission during his briefing of the BOV on August 5, 1981. The Board was briefed on this issue during its November 5-7, 1981 meeting. Following considerable discussion, the Board concluded that the military and nonmilitary composition of the teaching faculty meets the needs of the Academy.

## 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.

Response: The current honor procedures, to include the issue of respondent's counsel's participation in the hearing, were reviewed by The Judge Advocate General (TJAG) and General Counsel prior to implementation and found to comply with due process requirements. This issue was briefed to the Board by Cadet Cooper, Secretary 1982 Cadet Honor Committee, and LTC George Jacunski, Deputy Staff Judge Advocate, on August 5. The Cadet Honor Committee continues its emphasis on honor education. The Special Assistant to the Commandant for Honor Matters and the Superintendent's Honor Review Committee continue to evaluate the honor procedures.

SUMMARIZED MINUTES  
1981 USMA BOARD OF VISITORS  
ORGANIZATIONAL MEETING  
May 6, 1981, Washington, DC

1. CONVENING OF THE BOARD. The organizational meeting of the 1981 USMA Board of Visitors (BOV) was convened by the Acting Chairman, Mr. James R. Killeen, at 9:10 a.m., May 6, 1981, at the Rayburn House Office Building in Washington, DC. Members of the Board present were: Mr. Killeen, Dr. Dupuis, Mr. Lemmond, Judge Low, Mrs. Hufstedler, Senator Inouye, and Representatives Ginn and Dixon. Senator D'Amato was represented by Mr. M. Hathaway. Lieutenant Colonels Shipley and Eggers represented Department of the Army (DA). Colonel Tillar, Executive Secretary of the Board, was present as was his assistant, Major Morris.

2. AGENDA. The Acting Chairman presented the proposed agenda (Incl 1) to the Board. There was no discussion and the members present approved the agenda as proposed.

3. ELECTION OF OFFICERS. A quorum being present, the initial order of business was the election of officers of the Board. Judge Low nominated Mr. Killeen for Chairman. The nomination was seconded by Congressman Ginn. Mr. Lemmond moved that the nominations be closed, Congressman Ginn seconded. By a unanimous vote Mr. Killeen was elected Chairman of the 1981 BOV. Nominations for Vice Chairman were then opened. Dr. Dupuis nominated Judge Low, Mrs. Hufstedler seconded. Mrs. Hufstedler moved that nominations be closed, seconded by Congressman Ginn. Judge Low was unanimously elected Vice Chairman of the 1981 BOV.

4. SELECTION OF THE EXECUTIVE COMMITTEE. Following the election of officers, Mr. Killeen appointed the members of the Executive Committee. In addition to the Chairman (ex officio) and Vice Chairman (ex officio), Mr. Killeen appointed Senator D'Amato, Representatives Gilman and Roth, Dr. Dupuis, and Mr. Lemmond. There being no further discussion, the appointments received consent of the Board. Mr. Killeen concluded by expressing his appreciation to both the Senate Majority Leader and the Speaker of the House of Representatives for the timely appointment of the Congressional members to the Board.

(Senator Weicker and Congressman Roth arrived.)

5. AREAS OF INTEREST FOR 1981 BOV. The Board turned its attention to identifying areas of interest for discussion at the summer and fall 1981 meetings. The 1980 BOV had previously identified the issues of (1) civilian representation on the USMA faculty and (2) the investigative procedures of the Cadet Honor Committee. To assist the Board in discussing the latter, Judge Low requested a background document be prepared summarizing prior studies pertaining to Cadet Honor Investigative Hearing procedures. Mrs. Hufstedler also requested that, if available, the written report of the General Counsel's findings on the Cadet Honor Committee be provided. The Chairman indicated that Mr. Kaufman, an attorney and former BOV member, had conducted extensive review of the procedures prior to their adoption in 1979. He suggested that Mr. Kaufman might present his findings to the Board. The Board then identified the following additional items for discussion:

a. A review of the actions USMA is taking to prepare the graduating cadet to cope with the racially mixed Army he/she will encounter after commissioning.

b. A review of the USMA curriculum to insure it incorporates the appropriate mix of humanities and engineering courses.

c. A review of the plans being developed by the Director of Admissions to appoint cadets in the future from a college bound population which will be significantly different from the current population. Specifically, Mrs. Hufstедler informed the Board that studies show that in the next decade approximately 50% of the college bound population will be minority members and the competition by all academic institutions will be keen for the best of these students.

d. A review of the USMA mission statement.

e. A review to how USMA graduates who had been either Rhodes Scholars or White House Fellows could be used to provide the cadet with a perspective that would be inspirational, enlightening and would foster leadership qualities.

f. Consideration of the recent decision by the Secretary of Defense to eliminate the position of Deputy superintendent (see para 7 below).

6. To provide the new Board members a historical perspective of the recent changes at USMA, the Chairman requested that the Executive Secretary provide each member with a copy of the Final Report of the West Point Study Group, the Borman Commission Report, and LTG Goodpaster's Letter from the March 1981 Assembly.

(Senators Inouye and Weicker departed during the discussion of the areas of interest.)

(Congressman Gilman arrived.)

7. SCHEDULE OF MEETINGS FOR THE 1981 BOV. The Board discussed the dates for both the summer and fall meetings at USMA. The summer meeting was scheduled for 3-5 August and the fall meeting for 5-7 November. The tentative outline for the summer meeting was agreed upon as follows:

3 August - Orientations devoted to familiarizing new Board members with USMA.

4 August - Observation of Cadet Basic Training (CBT) and Cadet Field Training (CFT)

5 August - Discussion of BOV agenda items.

The format for the fall meeting was not discussed.

8. ADDITIONAL BOARD DISCUSSIONS. Mr. Gilman requested that his Congressional colleagues become actively involved in supporting legislation for the construction of the Cadet Indoor Athletic Facility (CIAF) and the Visitors' Center. The Board inquired as to the status of funding for the CIAF. The Executive Secretary responded that the funds are currently being held up by OMB. The Board expressed concern that further delays would result in increased costs due to the continued inflation of construction costs. The Board also requested that they be provided a fact sheet depicting the need for the facility. The DA representatives agreed to provide this information to the members within a day or two.

Mr. Gilman initiated discussion pertaining to the Deputy Superintendent position. The Executive Secretary informed the Board that the position was originally established in 1977 to permit the Superintendent to devote his attention to the most pressing issues. The Board unanimously passed a resolution expressing concern and requesting that the decision to abolish the billet not be finalized until such time as the Board could review the issue and take a position. The Chairman stated that he would communicate this position to the Secretary of Defense.

Representatives Gilman, Roth, Ginn, and Dixon departed.

The Board selected a farewell gift for the Superintendent.

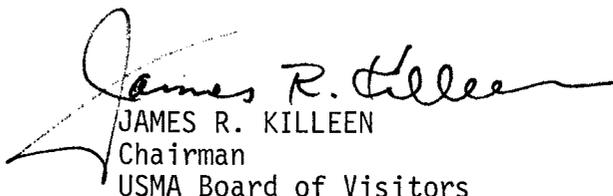
The Board decided to write LTC Pope, Assistant Executive Secretary, a letter of appreciation for his efforts and support for the BOV during the past two years.

A list of materials provided the members is at inclosure 2.

9. ADJOURNMENT. There being no further business before the Board, the meeting adjourned at 11:15 a.m. on 6 May 1981.



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



JAMES R. KILLEEN  
Chairman  
USMA Board of Visitors

2 Incl  
as

AGENDA  
USMA BOARD OF VISITORS  
ORGANIZATIONAL MEETING  
May 6, 1981  
9:00 A. M.

- |   |                          |
|---|--------------------------|
| I. Introduction of Members                          | Executive Secretary      |
| II. Opening Comments and Introduction of Agenda     | Acting Chairman          |
| III. Election of Officers                           | Acting Chairman/Chairman |
| IV. Selection of Executive Committee                | Chairman                 |
| V. Identification of Areas of Interest for 1981 BOV | Executive Secretary      |
| --civilian representation on USMA faculty (80 BOV)  |                          |
| --investigative procedures of Honor System (80 BOV) |                          |
| --others (as identified by 1981 BOV)                |                          |
| VI. Schedule of Meetings for 1981 BOV               | Executive Secretary      |
| --summer  |                          |
| --fall (annual)                                     |                          |
| VII. Closing Remarks                                | Chairman                 |
| VIII. Administrative Matters                        | Executive Secretary      |

Incl 1 to Appendix 3

ITEMS PROVIDED THE USMA BOARD OF VISITORS  
AT THE MAY 6, 1981 ORGANIZATIONAL MEETING

Proposed Agenda

Department of the Army Comments on 1980 BOV Recommendations.

Report of Committee to Study Civilianization of Faculty.

The USMA Teaching Faculty

Information Paper: Guest Lecturer Program.

USCC Pamphlet 15-1, "Honor Committee Procedures"

Biography - LTG Willard Warren Scott, Jr.

List of BOV Members.

Incl 2 to Appendix 3

SUMMARIZED MINUTES  
1981 USMA BOARD OF VISITORS  
SUMMER MEETING  
August 3-5, 1981, West Point, NY

1. Academy Orientation. The Summer Meeting of the Board of Visitors began with the Command Briefing at 1:00 p.m. on August 3, 1981 in the Superintendent's Conference Room, West Point, New York. Members present for this session included Mrs. Hufstedler, Mr. Caddell and Representative Gilman. COL (Ret) Cunningham represented Senator Weicker; Ms Long represented Representative Ginn; Mr. Nagy represented Senator Nunn; Mr. Hathaway represented Senator D'Amato. Lieutenant Colonel Shipley and Major Schon representing Department of the Army were also present. At approximately 1:20 p.m. the group was joined by Mr. Lemmond. The Executive Secretary, Colonel Tillar, was present. At the conclusion of the Command Briefing Mr. Gilman asked as to the status of (1) any lawsuits against the Military Academy (referring to the recent publicity concerning an accident on the Academy grounds at Long Pond) and (2) the status of the Cadet Indoor Athletic Facility. COL Perritt, Chief of Staff USMA, responded that, while claims against the government have been submitted, there were no lawsuits. Following a brief discussion, Mr. Gilman asked that members be provided copies of the information paper on the Cadet Indoor Athletic Facility which was generated by Department of the Army after the May 1981 meeting. (Mr. Gilman departed after the Command Briefing.) The group then departed the Superintendent's Conference Room for a tour of the Military Academy for the remainder of the afternoon. The tour included both a vehicular tour of the post and a helicopter overview of the Military Academy. The Members and representatives visited cadet barracks, Thayer Hall academic rooms, Eisenhower Hall, the Field House, the Cadet Gymnasium, the Cadet Chapel, Michie Stadium, Smith Rink, and the Visitors Information Center. Mr. Killeen, Chairman of the Board of Visitors, joined the group during the afternoon tour of the post. After this overview, Board members and staff representatives adjourned to the hotel; the day was concluded by a dinner hosted by the Deputy Superintendent.

2. Cadet Summer Training. The second day of the Summer Meeting began at 8:30 a.m. on August 4, 1981 in the Commandant's Conference Room. Members of the Board present included Mr. Killeen, Mr. Lemmond, Mrs. Hufstedler, and Mr. Caddell. Staff members present included Ms Long, Mr. Nagy, Mr. Hathaway, and COL (Ret) Cunningham. COL Tillar, LTC Shipley and MAJ Schon were also present. The session began with a briefing by LTC House, Commander of Cadet Basic Training (CBT), and Cadet Scurlock, Cadet Commander of the CBT Regiment, on the mission and operation of CBT. Following this briefing, the Board Members and representatives moved to classrooms where they observed instruction of the New Cadets in either duty or honor. Following this classroom period, the Board moved to the Plain and observed New Cadet drill. The group then moved by vehicle to Target Hill Field and observed New Cadets receiving bayonet instruction. Following this period, the group moved by vehicle to Camp Buckner, assembling in Barth Hall, and were there briefed by LTC Glabus, Commander of Cadet Field Training (CFT) and Cadet Kastner, the

Cadet Commander of CFT Regiment. The Board Members and representatives then went to Okinawa Hall for lunch. Each Member was escorted individually by a cadet to separate tables throughout the mess hall. Following lunch, the Board was given a tour of a typical cadet barrack at Camp Buckner and then moved to the Engineer training site to observe Third Class Cadets receiving orientation and training in Engineer skills. Following this period, the group moved to Range 2 and there observed cadets receiving Field Artillery training and orientation. At the completion of this period, the Board returned to the Hotel Thayer. The group was joined at this time by Mr. Hamilton, Administrative Assistant to the Secretary of the Army. Later that evening the Superintendent hosted the group for dinner on the Superintendent's Ferryboat.

3. Board Discussions. On Wednesday, August 5, 1981, the Board convened in the Superintendent's Conference Room in Building 600 for a review of the USMA mission. Members present included Mr. Killeen, Dr. Dupuis, Mr. Lemmond, Mrs. Hufstedler and Mr. Caddell. Ms Long, Mr. Nagy, Mr. Hathaway and COL (Ret) Cunningham were present as were the Superintendent, Deputy Superintendent, Mr. Hamilton, COL Tillar, LTC Shipley and MAJ Schon.

a. USMA Mission. After reviewing the USMA mission statement, Brigadier General Smith (Dean), Brigadier General Franklin (Commandant) and Mr. Ullrich (Director of Intercollegiate Athletics) briefed the group on their responsibilities and how their organizations contributed to the accomplishment of the USMA mission. Questions from the Board developed information as to how the faculty and tactical officers are selected; that, except for potential press interest, the NCAA investigation of the Academy and consequent action have been concluded; how additional instruction is provided cadets; and the percent of Ph.D.s on the faculty, together with ongoing efforts to increase that level. After a short break, the Board moved into the Thayer Award Room, Building 600.

b. Honor Investigative Procedures. BG Franklin (Commandant) introduced the next agenda item. The Board was given a detailed briefing on the honor investigative procedures of the Cadet Honor System by Cadet Cooper, Secretary of the Cadet Honor Committee, and Lieutenant Colonel Jacunski, acting Staff Judge Advocate. The briefing covered procedural steps from detection of a potential honor violation by a cadet to the ultimate decision at Department of the Army to separate a guilty cadet. The presentation emphasized due process and the role of the respondent's defense counsel. Questions from the Board developed information concerning disposition of the hearing transcript; the definition of lying, cheating and stealing; role of the cadet advisor; and reasons for conducting a closed (vice open) hearing. Mr. Lemmond suggested that procedures established by the Commandant be flexible enough to waive disqualification of the cadet advisor to the respondent from serving as a witness in unusual cases. Mrs. Hufstedler concurred in this recommendation. There was consensus that the presentation by Academy officials responded to the concerns of the members present.

c. Position of the Deputy Superintendent. The Executive Secretary introduced the agenda item and reviewed the establishment of the Deputy Superintendent's position. Copies of the letter from Mr. Killeen to Secretary Weinberger (May 15, 1981) and responses from the Deputy Secretary of Defense (June 8, 1981) and the Secretary of the Army (June 16, 1981) were provided members and staff representatives present. Major General Brown, the Deputy Superintendent, briefed the Board on his duties. The Chairman asked that members be provided a copy of General Goodpaster's letter to the Graduates from the June 1981 edition of the Assembly Magazine. After considerable discussion, the following course of action was adopted on the basis of consensus of the members present:

Staff representatives present are to telephonically advise the Chairman as to the position of the member they represented.

The Chairman, subsequently, will write a letter to the Secretary of the Army advising him that the Board supports retention of the Deputy Superintendent position at general officer level and wishes to meet with the Secretary to discuss the issue if necessary.

d. Board Members and representatives were individually escorted to lunch in Washington Hall by cadets from their home states. The Board viewed New Cadets eating the noon meal. Following lunch, the Board moved to the Commandant's Conference Room for the final agenda item.

e. Preparation of Cadets for Leadership in a Racially Mixed Army. This item was introduced by the Commandant. The briefer was MAJ Rutler, Professional Development Section, Department of Military Instruction. The briefing covered the following areas of cadet leadership preparation: academic courses, equal opportunity/human relations training, leadership opportunities for cadets at West Point and in the field Army (Cadet Troop Leader Training and Drill Cadet Program) and the environmental influences at West Point. Questions by the Board developed information on the racial composition of the Staff and Faculty and the contents of the academic courses. Mrs. Hufstedler asked to spend some time during a future meeting in the Department of Behavioral Sciences and Leadership reviewing course content and text material.

4. The Summer Meeting of the 1981 Board of Visitors adjourned at approximately 2:10 p. m. on August 5, 1981. Six Members and four staff representatives of Members had been present for all or part of the meeting. The annual meeting of the Board is scheduled for November 5, 6, and 7 at West Point.

  
JAMES R. KILLEEN  
Chairman  
USMA Board of Visitors

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

1 Incl  
Agenda

AGENDA  
BOARD OF VISITORS MEETING  
AUGUST 3-5, 1981

August 3, 1981, Monday

1300-1345      Command Briefing  
1345-1630      Vehicle Tour of Post  
1630-1715      Helicopter Tour of Post  
1715-1900      Free Time  
1900-2100      Cocktails & Dinner at Hotel Thayer

August 4, 1981, Tuesday

0600-0730      Observe CBT Physical Training (Optional)  
0730-0815      Breakfast  
0830-0900      Cadet Basic Training (CBT) Briefing  
0900-1130      Observe Cadet Basic Training  
1145-1215      Cadet Field Training (CFT) Briefing  
1230-1330      Lunch  
1330-1630      Observe Cadet Field Training  
1645-1825      Free Time  
1830-2130      Cocktails & Dinner on Ferryboat

August 5, 1981, Wednesday

0730-0815      Breakfast  
0830-0920      Review of USMA Mission  
0920-0930      Break  
0930-1200      Discussion of Honor Investigative Procedures  
1200-1245      Discussion of Deputy Superintendent Position  
1245-1400      Lunch  
1410-1530      Discussion of Leadership of Racially-Mixed Army  
1530              Departure of BOV Members

SUMMARIZED MINUTES - ANNUAL MEETING  
1981 USMA BOARD OF VISITORS

1. The Annual Meeting of the USMA Board of Visitors (BOV) was convened by the Chairman, Mr. Killeen, at 8:20 p.m. November 5, 1981 at the Hotel Thayer, West Point, NY. Members of the Board present were Messrs Killeen and Lemmond, Judge Low, Mrs. Hufstедler and Congressmen Gilman and Roth. Mr. Nagy represented Senator Nunn and Miss Long represented Congressman Ginn. Mr. Hamilton represented the Secretary of the Army and MAJ Schon represented Department of the Army. Colonel Tillar, Executive Secretary of the Board, was present.

2. Organizational Session and Superintendent's Report. The Chairman presented the proposed agenda for the Annual Meeting. It was accepted by members present. The Superintendent welcomed the Board to West Point and stressed the important role the Board plays in supporting the Academy's mission. The Superintendent then presented his Report to the Board. A copy of the Superintendent's Report is at Appendix 14 of the Annual Report. At the conclusion of the Superintendent's comments there followed a general discussion of the Academy's attrition rate, faculty composition, and Impact Aid to local schools. The Board invited Mrs. Quaintance, President of the Highland Falls School Board, and Dr. Crowder, Superintendent of Schools, to inform the Board of the problems the Highland Falls school district anticipates with the impending loss of Impact Aid. Following Dr. Crowder's presentation considerable discussion followed. The Board assured the school officials that they would do everything within their power to ameliorate this situation as equitably as possible. This session was adjourned at 10:15 p.m.

3. Board Discussions. The Board convened at 8:00 a.m. on November 6 in the Dean's Conference Room. Colonel Ferguson, USMA Comptroller, initiated the discussion by providing the Board with an overview of the actions taken by West Point to adjust to the loss of the general officer position for the Deputy Superintendent. Colonel Ferguson advised the Board that the Office of the Deputy Post Commander has been established with responsibility for routine post operations, coordination of post support functions and the execution of command decisions. Additionally, committee and board leadership previously held by the Deputy Superintendent has been reassigned to other senior USMA officials. Colonel Ferguson concluded by stating that, although the Academy would prefer a general officer as Deputy Superintendent, at this point there has been no significant impact on operations except for the extra demands on the remaining general officers to carry out those actions which by law require a general officer and to attend functions in the military and civilian community.

Colonel Ferguson was followed by Brigadier General Smith, Dean of the Academic Board, who provided the Board with an overview of the USMA academic program and an introduction to the faculty and academic facilities. The Dean provided the Board with a historical review of the

curricular changes, both core and elective, from 1978 up to the present 43 course dual-track curriculum for the Class of 1985. The Dean elaborated on the areas of elective concentration and the fields of study available for cadet selection. The area preferences for the Classes of 1978-1983 were depicted graphically. The Dean discussed the Academy's efforts to obtain accreditation by the Accreditation Board for Engineering and Technology (ABET). This would make USMA more competitive for quality engineering students, improve opportunities for professional qualification of engineers, facilitate entrance of USMA graduates into good engineering graduate schools, and enhance institutional pride. General Smith then reviewed the academic faculty composition with a series of graphs depicting military vs civilian faculty, tenured vs nontenured faculty, USMA vs non-USMA graduates, composition by ethnic group and sex, academic degrees, and the Visiting Professor program. The Dean next described the academic counseling program and concluded with a brief description of the USMA academic facilities.

4. Visit to Academic Departments. Following the Dean's briefing, each Board member and staff representative visited academic departments and attended cadet classes for the remainder of the morning. The specific departments visited were: History (Mr. Killeen and Mr. Nagy), Law (Judge Low), Physical Education (Mr. Lemmond), Behavioral Sciences and Leadership (Mrs. Hufstедler & Congressman Roth), Social Sciences (Congressman Gilman & Miss Long), and Mathematics (Mr. Hamilton). Congressman Gilman departed USMA during the visit to the department of Social Sciences at 10:45 a.m.

5. Board Discussions. After lunch with cadet escorts in Washington Hall, the Board reconvened in the Thayer Award Room at 1:30 p.m. The agenda for this session included briefings on the Academy's use of White House Fellows, civilian representation on the USMA faculty, and the Academy's admissions efforts. Colonel Olvey, Head of the Department of Social Sciences, presented the material pertaining to White House Fellows beginning by stating that the Academy's role has been more in producing White House Fellows than in using them. Colonel Olvey produced a summary chart depicting the disposition of Army officers who have been White House Fellows and the USMA use of Army Fellows. Of the 24 officers who have been White House Fellows, 11 have served on the USMA faculty before their appointment and 3 have served, or are scheduled to serve, on the USMA faculty after their fellowship. He concluded by stating that the Academy's use of these officers is somewhat constrained after their selection primarily because of their rank and that the Army has other assignments in which they are gainfully occupied. Colonel Olvey next presented the briefing to the Board concerning the civilian representation on the USMA faculty. His remarks addressed the rationale for the USMA military faculty, recent changes in the faculty composition, recent studies of the USMA faculty, a current assessment of faculty quality, the civilianization issue, the Visiting Professor program, and the "optimum" military/civilian balance. Substantial discussion followed this presentation. At the conclusion of this discussion, the members of

the Board present concluded that the composition of the faculty meets the needs of USMA. Following a short break, Colonel Rushton, Deputy Director of Admissions, presented a briefing on the Military Academy's efforts in recruiting qualified candidates in a changing demography. Colonel Rushton's remarks addressed a projection of the 18-21 year old college-bound population in the United States, a summary of USMA's Admissions Study Group efforts, the Market Facts Incorporated Study, the Cadet Public Relations Council, the USMA field force participation in recruiting, a profile of the USMA Classes of 1960-1985, the competition USMA faces and the program of the Admissions Office to meet these challenges. Discussion followed which included the Superintendent's plans for using the 50 Superintendents' Nominations recently passed by Congress. The Board adjourned at 4:15 p.m.

6. Executive Committee Meeting. After the conclusion of the Board discussions, the Executive Committee of the Board of Visitors (Mr. Killeen, Judge Low, Mr. Lemmond, Congressman Roth were present) convened in the Office of the Executive Secretary to draft conclusions and recommendations for consideration by those Board members present the following morning. The Executive Committee drafted a conclusion and recommendation for each topic which had been considered by the Board during its 1981 meetings. Having accomplished this task, the Executive Committee adjourned at 6:00 p.m.

7. Board Discussions - Recommendations for the 1981 Report. The Board reassembled at 8:15 a.m., November 7th, in the Cadet Library to consider the conclusions and recommendations drafted by the Executive Committee. Members present were Mr. Killeen (Chairman), Judge Low, Mr. Lemmond, Mrs. Hufstедler, and Congressmen Roth and Gilman. A quorum (seven members) was not present; however, two additional members (Senator Nunn and Congressman Ginn) were represented by their staff (Mr. Nagy and Miss Long respectively). The following recommendations were considered, discussed, and adopted by a consensus of the members and congressional staff representatives present:

a. Mission of USMA. That the Academy report on its continuing actions to prepare its graduates to meet their initial leadership challenges, including the management of behavioral problems inherent in today's Army.

b. Position of Deputy Superintendent. That the Board closely monitor this situation in the future.

c. Investigative Procedures of the Cadet Honor System. That the Board be advised before any substantive changes are made to the procedures.

d. Preparation of Cadets for Leadership of a Racially-Mixed Army. That the Academy provide a briefing to the Board as indicated in recommendation pertaining to the mission of USMA.

e. USMA Curriculum. See recommendation pertaining to the mission of USMA.

f. Use of White House Fellows. None.

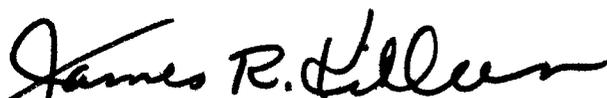
g. Civilian Representation on the USMA Faculty. That the Academy continue efforts to obtain visiting professors in each department.

h. Admissions Efforts in a Changing Demography. That the current direction be pursued with vigor.

i. Impact Aid. That the Department of Defense assume responsibility for providing sufficient funds out of its existing appropriation to offset the loss of federal education funds.

Considerable discussion centered upon the Academy's efforts to prepare its graduates to meet the initial requirements of lieutenants in the Army, in particular, dealing with junior enlisted personnel and noncommissioned officers. The Executive Secretary was requested to include this item in the agenda for the 1982 Board.

8. 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 this year: Mr. James R. Killeen, Chairman of the 1981 Board of Visitors, and Dr. Sylvio L. Dupuis. BOV members present joined the Superintendent in thanking these two individuals for their constant support and thoughtful counsel to the Board and Academy during the past three years. There being no further business before the Board, the Board adjourned at 10:20 a.m. on Saturday, November 7, 1981.



JAMES R. KILLEEN  
Chairman  
USMA Board of Visitors



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

1 Incl  
Agenda

AGENDA  
BOARD OF VISITORS WINTER MEETING  
5-7 NOVEMBER 1981

Thursday, 5 November 1981

- 0800-1800      BOV Members Arrive
- 1800-2000      Cocktails & Dinner at Hotel Thayer
- 2000-2200      Board Discussions  
                  .Agenda  
                  .Superintendent's Report

Friday, 6 November 1981

- 0700-0745      Breakfast at Hotel Thayer
- 0800-0830      Board Discussion - Deputy Superintendent Position
- 0830-0930      USMA Curriculum Briefing
- 0930-1200      Visit Academic Departments including DPE and  
                  Attend Classes
- 1225-1300      Lunch in Washington Hall
- 1330-1600      Board Discussions  
                  .Potential Use of Graduates Who Were White House  
                  Fellows (½ hr)  
                  .Civilianization of USMA Faculty (1 hr)  
                  .Admissions Efforts in a Changing Demography (1 hr)
- 1600-1730      Executive Committee Meeting
- 1900-2100      Cocktails & Dinner at Ski Lodge
- 2100            Executive Committee Meeting (continued if required)

Saturday, 7 November 1981

- 0700-0745      Breakfast at Hotel Thayer
- 0800-1030      1981 BOV Report Conclusions & Recommendations - USMA Library
- 1100-1130      Parade
- 1130-1310      Supt Qtrs and Washington Hall
- 1330-1630      Michie Stadium - Beat Holy Cross
- 1700            BOV Members Departure



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

May 6, 1981

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 1981 United States Military Academy Board of Visitors.

MR. JAMES R. KILLEEN, Chairman, ex officio  
JUDGE HARRY W. LOW, Vice Chairman, ex officio  
DR. SYLVIO L. DUPUIS, Member  
MR. W. PARK LEMMOND, Member  
SENATOR ALFONSE M. D'AMATO, Member  
REPRESENTATIVE BENJAMIN A. GILMAN, Member  
REPRESENTATIVE TOBY ROTH, 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.

  
JAMES R. KILLEEN  
Chairman  
1981 USMA Board of Visitors

Appendix 6



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

May 15, 1981

Honorable Casper Weinberger  
Secretary of Defense  
Washington, DC 20301

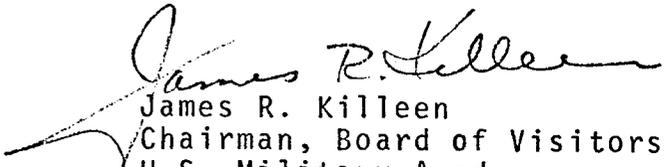
Dear Mr. Secretary:

As you know, the Board of Visitors of the United States Military Academy is charged by law to inquire into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy, and to submit, annually, a written report to the President.

During its 6 May 1981 meeting, the Board was informed by one of its members of the recent announcement from your office abolishing the general officer rank for the position of the Deputy Superintendent at the U.S. Military Academy. By resolution, the Board of Visitors expressed its concern and asked that no final decision be made until the Board has studied this matter and taken a final position.

The Board will be meeting in early August 1981 at the Academy and will address this matter at that time. Accordingly, I ask that no final decision be taken until we have had the opportunity to review the origin of the office and current requirements at the Academy, and have determined our position on this matter. I should be able to communicate this position to you shortly after our August meeting.

Very truly yours,

  
James R. Killeen  
Chairman, Board of Visitors  
U.S. Military Academy

cc: Secretary of the Army  
Chief of Staff of the Army  
Deputy Chief of Staff for Personnel, Army  
Superintendent, USMA

Appendix 7



THE SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

JUN 8 1981

Mr. James R. Killeen  
Chairman, Board of Visitors  
United States Military Academy  
West Point, New York 10996

Dear Mr. Killeen:

This is in reply to your letter of May 15, 1981, concerning the position of Deputy Superintendent, U. S. Military Academy.

The identification of this position for deletion was part of a Congressionally directed reallocation of general/flag officer resources among the Services. It was based on a one-time evaluation of priorities that were submitted by the Services. The deletion of this particular position was concurred in by the Army and is to be accomplished by the end of this fiscal year.

Since I have delegated to the Service Secretaries the responsibility for the allocation of general/flag officer resources within their approved ceilings, I have asked the Secretary of the Army to respond to you further on this matter. I have indicated to him that I would have no objections to the manning of the position through August as you requested; however, I will leave the final determination on the continued need for manning of the position beyond that point to the discretion of the Secretary of the Army.

Sincerely,

A handwritten signature in cursive script, appearing to read "Frank C. Carlucci".

Frank C. Carlucci  
Deputy Secretary of Defense

cc:  
Secretary of the Army

Appendix 8



SECRETARY OF THE ARMY  
WASHINGTON

16 JUN 1981

Mr. James R. Killeen  
Chairman, Board of Visitors  
United States Military Academy  
West Point, New York 10996

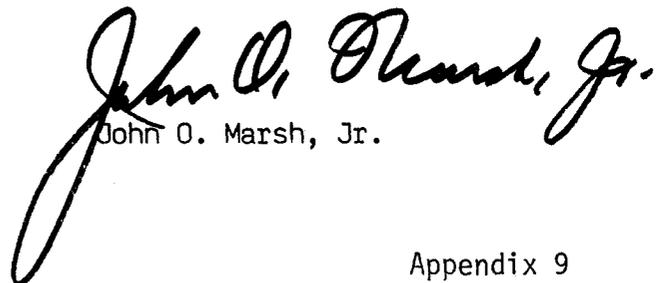
Dear Mr. Killeen:

At the request of the Secretary of Defense, I am writing in regard to the Board of Visitors' expressed concern over the elimination of the Deputy Superintendent's position as a general officer billet.

Pursuant to your request, General Brown will not be reassigned before the next session of the Board of Visitors. You should be aware, however, that the Army's lack of opposition to OSD's including his position on the list for downgrading was a result of our conclusion that at a time of diminishing general officer authorizations and important competing missions it is no longer feasible to have four general officers at West Point. By way of background, we were authorized 450 general officers in 1977, but only 429 at present -- and this total could be reduced further on 30 September.

As in the past, the Chief of Staff and I will remain especially attuned to requirements of the Military Academy and will make changes as warranted, consistent with overall priorities and missions.

Sincerely,

  
John O. Marsh, Jr.

Appendix 9



SECRETARY OF THE ARMY  
WASHINGTON

17 AUG 1981

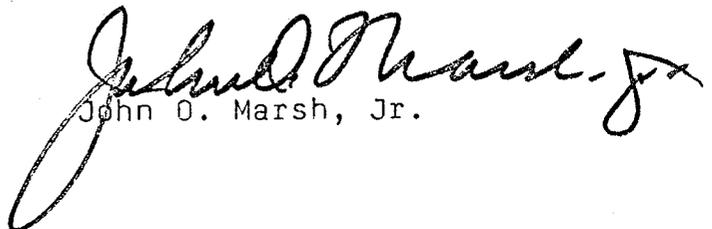
Mr. James R. Killeen  
Chairman, Board of Visitors  
United States Military Academy  
West Point, New York 10996

Dear Mr. Killeen:

The Chief of Staff and I have reevaluated the issue of continued general officer support of the Deputy Superintendent's position and have decided to eliminate the position as a general officer billet upon the reassignment of Major General Arthur E. Brown later this summer. This decision is based upon diminishing general officer authorizations and important competing missions.

As I stated in my earlier correspondence, General Meyer and I will continue to remain attuned to the unique requirements of the Military Academy, and, if the situation so warrants, will make whatever future changes might be judged necessary, consistent with overall priorities and missions.

Sincerely,

  
John O. Marsh, Jr.

Appendix 10



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

MAPP

August 7, 1981

MEMBERS OF THE BOARD OF VISITORS

Dear Member:

Mr. Killeen, our Chairman, asked that I quickly provide each member a brief summary of the Board discussion on August 5, 1981, concerning the possible loss of the General Officer position of the Deputy Superintendent, USMA:

The Executive Secretary introduced the agenda item in response to desires of the Board as stated at the May 6th Organizational Meeting (refer to para 8 of Summarized Minutes of this meeting, a copy of which has been provided all members). The Executive Secretary reviewed the establishment of the Deputy Superintendent's position (refer to pages 10-11 and 48-51 of the Final Report of the West Point Study Group, a copy of which has been provided all members). Copies of the letter from Mr. Killeen to Secretary Weinberger (May 15, 1981) and responses from the Deputy Secretary of Defense (June 8, 1981) and the Secretary of the Army (June 16, 1981) were provided members and staff representatives present and are attached as Inclosures 1 through 3.

Major General Brown, the Deputy Superintendent, briefed the Board on his duties using General Goodpaster's letter of August 24, 1977 and an extract of his Officer Efficiency Report Support Form. The documents are attached as Inclosures 4 and 5.

The Chairman asked that members be provided a copy of General Goodpaster's letter to the graduates from the June 1981 edition of the Assembly Magazine. A copy is attached as Inclosure 6.

After considerable discussion, the following course of action was adopted on the basis of consensus of the members present:

Staff representatives present are to telephonically advise the Chairman as to the position of the member they represented.

Appendix 11

MAPP  
MEMBERS OF THE BOARD OF VISITORS

August 7, 1981

The Chairman, subsequently, will write a letter to the Secretary of the Army advising him that the Board supports retention of the Deputy Superintendent position at general officer level and wishes to meet with the Secretary to discuss the issue if necessary.

6 Incl (withdrawn)  
As stated



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

MAPP

SEP 25 1981

Mr. James R. Killeen  
Wayne County Clerk  
201 City-County Bldg.  
Detroit, MI 48226

Dear Mr. Killeen:

The 1980 Board of Visitors addressed the issue of the Academy's relationship with local communities and recommended that the Academy continue cooperative efforts to resolve any such issues. We, of course, accepted the Board's recommendation, as did Department of the Army.

It is in keeping with this interest of the Board that I feel compelled to raise to your attention a growing issue between the Academy and the Village of Highland Falls--the potential loss of a substantial portion of the Federal Impact Aid for the Highland Falls school district. This school district provides high school education (grades 9 through 12) for military dependents who reside at West Point. I am informed by the district superintendent of schools that this loss would have a dramatic impact on the school district and could result in efforts to require "tuition" payments for our post dependents.

The problem, as related to me by the superintendent of schools, is simply stated as follows. Currently, dependents residing at West Point comprise 17% of the total student population in the Highland Falls school district. These same students, however, comprise 30% of the students attending the local high school since elementary education for post dependents is provided by the West Point Elementary School, funded by the Department of Education and not a part of the Highland Falls district. Last year the Highland Falls district received \$636,000 in Impact Aid. This year \$660,000 was budgeted. Although the magnitude of cuts in Impact Aid has not yet been determined by the Congress and the Administration, the superintendent estimates that cuts could range from \$120,000 to \$400,000.

The Village of Highland Falls has no industry; it is surrounded by the Hudson River and federal or state land. There is little opportunity to expand the tax base; taxes cannot be raised to the levels necessary to compensate for a substantial loss of Aid. The local school board feels that, if substantial cuts

SEP 25 1981

MAPP

Mr. James R. Killeen

are made in the level of Aid budgeted for this year, it will have no alternative but to seek tuition from our post dependents in order to continue to be able to educate them. Of course, the school board, the superintendent of schools and I are keenly aware of the undesirability of such a course of action for both the military families and the school district.

I have met with the school board, the superintendent and Mr. Gilman, our local Congressman. I have, additionally, informed both the Chief of Staff and the Secretary of the Army of this situation. A number of initiatives are being taken by the community through Congressman Gilman. At this point the outcome is still quite uncertain and probably will remain so for some time.

The Board might find it useful to discuss this matter during the Annual Meeting, 5-7 November. If this is your wish, please advise Colonel Tillar and we will make arrangements for the appropriate local official to present a more detailed up-to-date account to you.

With best wishes from West Point,

Sincerely,

SIGNED BY

WILLARD W. SCOTT, JR.  
Lieutenant General, USA  
Superintendent

cf: Members of USMA Board of Visitors



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

MAPP

October 2, 1981

MEMBERS OF THE BOARD OF VISITORS

Dear Member:

Our Chairman, Mr. Killeen, asked that I provide you additional background material on the issue of Impact Aid addressed in General Scott's letter of September 25, 1981 (a copy of which was mailed to you).

At Inclosure 1 is a "Fact Sheet" prepared by the local school district.

At Inclosure 2 is an information paper provided to the Academy which provides operating guidance of the Department of Defense on this matter.

At Inclosure 3 is a copy of a command information message received from Department of the Army.

Mr. Killeen has asked that this matter be placed on our agenda for the Annual Meeting, November 5-7. I anticipate that, with approval of the Board, we will initially address this matter Thursday evening November 5th. We understand that P.L. 874 (Impact Aid) is currently under consideration in the Congress; our consideration will be most timely.

Respectfully,

A handwritten signature in black ink, appearing to read "D. P. TILLAR, JR.", written in a cursive style.

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

3 Incl  
As stated

Appendix 13

FACTS REGARDING IMPACT AID IN THE HIGHLAND FALLS-FORT MONTGOMERY  
CENTRAL SCHOOLS:

- o Forty-seven percent (47%) of the students enrolled in the district's schools are federally connected. Seventeen percent (17%) live on the grounds of the United States Military Academy at West Point.
- o Thirteen percent (13%) of the district's funds come from Impact Aid when the program is fully funded.
- o Without full and fair Impact Aid funding, the district will be forced to offer a program that is not comparable to similar districts.
- o The present Administration is proposing that Impact Aid be cut in our district by as much as 61% or by \$400,000. This represents approximately 8% of the District's total budget. When inflationary realities are added to this loss, the financial impact would be even greater. Obviously, this type of reduction will have a severe impact on the number and quality of programs our district can provide our students.
- o There are approximately 4,300 school districts in the United States who receive Impact Aid. None of these districts can be compared to ours when the severity of the financial impact on a district is considered. For most districts receiving Impact Aid, the proposed cuts will create a hardship. For us, the method and degree of funding could be devastating.
- o District residents currently pay high property taxes.
- o Our district only receives about thirty-six (36%) state funding for education with local effort picking up most of the remaining sixty-four percent (64%) of the costs.
- o The amount of revenue that our district receives through Impact Aid is received well after the end of the fiscal year. This practice by the Impact Aid office makes planning and accountability next to impossible.
- o The enrollment of federally connected students in our schools is not expected to decline in the foreseeable future. We will continue to have a need for an educational system for these families.
- o Impact Aid decisions seem contrary to the Administration's commitment to a strong military. All of our parents value the education of their children very highly. They have a right to expect a quality program funded at a level comparable to other school districts.

INCL 1 TO APPENDIX 13

## I. BACKGROUND ON IMPACT AID

The Impact Aid program, managed by the Department of Education, reimburses public school districts for a portion of the cost incurred in educating federal dependents attending schools in the district. This program provides financial assistance to local educational districts where operation of a military installation on real property owned by the federal government deprives states and local districts of real property, consumer, and income taxes paid by civilians whose children attend district schools.

Both the Carter and the Reagan FY 1982 budgets reduced Impact Aid funding. The Reagan budget proposal eased the Carter reductions for FY 1981 by restoring \$80 million over the Carter proposal, but accepted the FY 1982 Carter budget proposal.

In FY 1981, Impact Aid will be received at 90% of the present level of funding. In FY 1982, the Impact Aid budget proposal contains actions affecting two categories of students. This proposal will take effect in the school year beginning July 1981.

a. A Category A student is one whose sponsor lives and works on federal property (Resident Dependent). There are 230,466 military Category A students. There are two separate proposals for Category A students:

-- For school districts where Category A children constitute 20% or more of total district enrollment (so-called "Super A" districts), Impact Aid will continue at 90% of the FY 1981 funding level. There are approximately 80,000 military dependents in these "Super A" districts.

-- For school districts where Category A children constitute less than 20% of total district enrollment, Impact Aid will be eliminated. There are about 150,000 military dependents in such Category A districts.

b. A Category B student is one whose sponsor works on federal property but lives in the civilian community (Employee Dependent). Impact Aid payments for these federal dependents will be eliminated. There are 330,460 military Category B dependents.

Although proposed reductions in Impact Aid have been eliminated or lessened by the Congress in the past, this year Congress is expected to approve these reductions. As a result, a number of states are preparing to enact legislation permitting local school districts to charge tuition fees to military dependents or to activate existing authority to alter educational districts in a manner which would require the military installation to educate its Resident Dependents.

Attached at Tab A is the Virginia legislation as signed into law on March 18, 1981. North Carolina is expected to pass similar legislation soon. New York and Nebraska claim existing authority permits them to charge tuition or exclude the military installation from the local

school district, respectively. Other states may be considering similar actions, since there are about 3000 school districts for which Impact Aid will be eliminated. It is important that OSD and the Services work together to locate such actions at the earliest opportunity.

## II. ADMINISTRATION POSITION

Because military personnel are assigned under military orders to serve at a particular duty station, the Administration feels very strongly that individual military personnel should not be responsible for making tuition payments and that free education should be provided for military dependents by local school districts.

The Administration is therefore firmly committed to taking appropriate legal action against attempts to charge tuition or deny educational opportunities to military dependents. The Justice Department will be responsible for seeking injunctions and for handling litigation.

The Department of Defense currently does not have legal authority to make tuition payments on behalf of Defense dependents.

Pending the outcome of the legal action, in order to be certain that military dependents living on military installations will not be denied access to public schools or charged tuition in September, we are seeking authority through the next supplemental appropriation to make necessary tuition payments without prejudice to the legal action. While we do not foresee efforts to charge tuition for dependents living off-post, we are considering means to protect them as well.

The Department of Defense encourages official spokesmen to explain the concern of the Department with proposals to charge tuition to military dependents, at every opportunity, both to military personnel and their dependents, and to the local community. The Department will keep its members fully informed of actions being taken to prevent them from receiving tuition bills and to establish contingency plans to assure that no military personnel will have to bear the burden of paying them if received. The Secretary of Defense will soon send a letter to the Secretaries of the Military Departments and Service Chiefs stating his firm opposition to imposition of tuition charges. It is recommended that this letter be used as a basis for a Servicewide letter or message to clarify for all members the Department's position.

## III. SERVICE PROCEDURES FOR HANDLING TUITION BILLS

Every attempt will be made to ensure that individual service members do not receive tuition bills. Still, in the event this cannot be avoided, the Services should advise all base commanding officers to designate a representative on base to whom service members may forward all tuition bills and to establish procedures in this regard. Further, it is essential that service members receive notice of the representative and the procedures in advance of their receipt of any tuition bills.

Service members should be told not to pay the bills, but instead to forward them to the base representative. The base representative will be instructed by the Service as to procedures to be followed after the receipt of individual tuition bills from service members. It is especially important that service procedures and information on local actions be quickly and effectively communicated to dependents in the local area of members stationed at sea and overseas.

A DoD Task Force is being formed to coordinate the Impact Aid effort. This task force will develop contingency procedures for handling of tuition bills.

#### IV. ACTIONS

It is imperative that military leaders at the local level make themselves aware of any movements to charge tuition fees within their jurisdictions. Such information can be ascertained from monitoring school board meetings, state legislature hearings, deliberations of county government officials, etc. Any information in this regard should immediately be reported to the Intergovernmental Affairs Directorate in OSD (202-697-0617 or Autovon 227-0617) and to the appropriate Service representative in Washington, listed below:

Army - Col William A. Greynolds, Office of the Adjutant General,  
325-9771

Navy - Dr. Dave Smith, ODASN(MRA&L) 697-1514

Marine Corps - Maj Bill Masciangelo, Headquarters, USMC, 694-2115

Air Force - Lt Col John E. Locke, Office of the Deputy Chief of  
Staff, Manpower and Personnel, 695-0377

There will be opportunities within local jurisdictions to make a public statement or go on public record as to the detrimental effect of tuition fees on military families and the economic and civic contribution made to the local community by the military installation. Again, these opportunities may occur at board meetings, county government meetings, state legislature hearings, etc. Whenever appropriate, these public forums should be utilized to discourage localities from imposing tuition fees. Local military school association members should be assisted in their efforts to persuade local districts not to impose tuition charges. The Intergovernmental Affairs Directorate and Service representatives should immediately be notified of any such opportunities. Where a statement is made, a letter should be forwarded in advance to school board members. The letter should be written carefully to incorporate the general considerations expressed in the draft letter at Tab C as they apply to a particular local jurisdiction.

All Congressional actions will be monitored by OSD and it is possible that OSD or the Services will be asked to testify.

Once a state or local jurisdiction actually imposes tuition charges, the Justice Department will initiate legal action as appropriate.

Approved **MR 18381**

Be it enacted by the General Assembly of Virginia:

1. That §§ 22.1-3 and 22.1-5 of the Code of Virginia are amended and reenacted as follows:

§ 22.1-3. Persons to whom public schools shall be free. The public schools in each school division shall be free to each person of school age who resides within the school division; provided, however, that a school board may withdraw a child from kindergarten until the following school year upon the recommendation of the principal of the school the child attends and with the consent of the child's parent or guardian. Every person of school age shall be deemed to reside in a school division ~~where~~ he or she is living with a natural parent, a parent by legal adoption or, when the parents of such person are dead, a person in loco parentis, who actually resides within the school division ~~including a military or naval reservation located wholly or partly within the geographical boundaries of such school division~~, or when the parents of such person are unable to care for the person and the person is living, not solely for school purposes, with another person who (i) resides in the county, city or town and (ii) is the court-appointed guardian, or has legal custody, of the person, or when the person is living in the county, city, or town, not solely for school purposes, as an emancipated minor or self-supporting person.

§ 22.1-5. Regulations concerning admission of certain persons to schools; tuition charges. —A. The following persons may, in the discretion of the school board of a school division and pursuant to regulations adopted by the school board, be admitted into the public schools of the division and may, in the discretion of the school board, be charged tuition:

1. Persons who reside within the school division but who are not of school age.
2. Persons of school age who are residents of the Commonwealth but who do not reside within the school division.
3. Persons of school age who are attending school in the school division pursuant to a foreign student exchange program approved by the school board.
4. Persons of school age who reside beyond the boundaries of the Commonwealth but near thereto in a state or the District of Columbia which grants the same privileges to residents of the Commonwealth if the school division admitting such persons borders such state or District of Columbia.

5. *Persons of school age who reside on a military or naval reservation located wholly or partly within the geographical boundaries of the school division and who are not domiciled residents of the Commonwealth of Virginia, provided, however, that no person of school age residing on a military or naval reservation located wholly or partly within the geographical boundaries of the school division may be charged tuition if federal funds provided under P. L. 874 of 1950, commonly known as Impact Aid, shall fund such students at not less than fifty percent of the total per capita cost of education, exclusive of capital outlay and debt service, for elementary or secondary pupils, as the case may be, of such school division.*

B. Persons of school age who are not residents of the Commonwealth but are living temporarily with persons residing within a school division may, in the discretion of the school board and pursuant to regulations adopted by it, be admitted to the public schools of the school division. Tuition shall be charged such persons.

C. No tuition charge authorized or required in this section shall exceed the total per capita cost of education, exclusive of capital outlay and debt service, for elementary or secondary pupils, as the case may be, of such school division and the actual, additional costs of any special education or gifted and talented program provided the pupil, except that if the tuition charge is payable by the school board of the school division of the pupil's residence pursuant to a contract entered into between the two school boards, the tuition charge shall be that fixed by such contract.

ROUTINE

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\* U N C L A S S I F I E D \*  
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PT 00368 155/17467

PAGE 01

ACTION/PRIMARY INTEREST: WP PAO

INFO/COPY FOR: SUPT DEPSUPT COS DCSCOMPT DCSLO; DCSOPS DCSPA

DEAN CMRT CHAP BAR DAV AG AGCLASS FINACC SGR

FAMHSG DSTENG COMMY PXM MILPO TRANSD OUR1/1 DAAS

P10 PNO SJA CPO CIG IG DIR FACENG PURCON OSD

PROTOCOL SQT CEFF SUPSVC USACC MEDDAC DENTAC 52BENG

STAS RGS DRC EOD NRC ANSA/ASF 2AVN AFRES SPRT

RTTUZEXW RUEADWD5019 1551745-UUUU--RUEDFMA.

ZNR UUUUU

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FM DA WASHDC //SAPA-CI-PMA//

TO AIG 7447

AIG 7581

AIG 9154

AIG 9157

SUBJECT: DA-BHCSVD

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UNCLAS

THIS MEDIUM OF COMMAND INFORMATION IS INTENDED FOR COMMANDERS, PUBLIC AFFAIRS OFFICERS AND THEIR NEWS EDITORS. ITS CONTENTS MAY BE ADAPTED FOR USE IN TROOP/UNIT NEWSPAPERS, FOR POSTING ON BULLETIN BOARDS AND FOR BRIEFING SOLDIERS. RETRANSMIT TO SUBORDINATE COMMANDS AS REQUIRED.

SUBJ: WEINBERGER SPEAKS ON IMPACT AID FOR STUDENTS (ARNEWS 428)

1. WASHINGTON (ARNEWS) — SECRETARY OF DEFENSE CASPAR W. WEINBERGER HAS ISSUED A VIGOROUS STATEMENT TO REASSURE SERVICEMEMBERS WHO ARE CONCERNED THAT THEY MAY BE BILLED FOR TUITION FOR CHILDREN ATTENDING PUBLIC SCHOOLS.

2. "I AM DETERMINED THAT NO SOLDIER, SAILOR, AIRMAN OR MARINE WILL

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BE FORCED TO PAY TUITION FOR THE PUBLIC SCHOOL EDUCATION OF HIS OR HER DEPENDENTS." HE SAID IN A MEMORANDUM TO THE VARIOUS SERVICE SECRETARIES.

3. THE JUNE 1 MEMORANDUM IS IN RESPONSE TO PLANS BY SOME STATES TO IMPOSE TUITION FEES ON MILITARY DEPENDENTS IF THE FEDERAL GOVERNMENT DROPS ITS IMPACT AID FUNDS TO THE STATES. THE IMPACT AID PROGRAM PROVIDES FEDERAL FUNDS TO PUBLIC SCHOOL DISTRICTS IN THE CONTINENTAL UNITED STATES (CONUS) TO HELP DEFRAY THE COSTS TO THE STATES FOR EDUCATING FEDERAL DEPENDENTS.

A PROPOSAL NOW BEFORE CONGRESS WOULD END IMPACT AID PAYMENTS TO

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\* U N C L A S S I F I E D \*  
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INCL 3 TO APPENDIX 13

ROUTINE

ROUTINE

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\* UNCLASSIFIED \*  
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SCHOOL DISTRICTS WHERE LESS THAN 20 PERCENT OF THE TOTAL DISTRICT ENROLLMENT IS MADE UP OF CHILDREN OF MILITARY MEMBERS WHO LIVE ON-POST. IT WOULD ALSO ELIMINATE FEDERAL FUNDS TO SCHOOL DISTRICTS WHERE THE MILITARY SPONSOR OF THE STUDENT LIVES OFF-POST.

5. ALTHOUGH PROPOSED REDUCTIONS IN IMPACT AID HAVE BEEN LESSENER BY CONGRESS IN THE PAST, A NUMBER OF STATES BELIEVE CONGRESS WILL APPROVE THESE REDUCTIONS THIS YEAR. AS A RESULT, SOME STATES ARE PREPARING TO ENACT LEGISLATION PERMITTING SCHOOL DISTRICTS TO CHARGE TUITION FEES TO MILITARY DEPENDENTS.

6. "I WANT TO MAKE CLEAR MY VIEW THAT SUCH ACTION BY THE STATES

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COUNTRIES OR SCHOOL DISTRICTS IS COMPLETELY UNWARRANTED AND THAT THE DEPARTMENT OF DEFENSE WILL TAKE EVERY POSSIBLE MEASURE TO PREVENT IT. (MEMBER'S SAID)

7. "THE ADMINISTRATION WILL USE ALL AVAILABLE LEGAL STEPS TO PREVENT THE IMPOSITION OF TUITION CHARGES ON MILITARY MEMBERS FOR THE PUBLIC SCHOOL EDUCATION OF THEIR DEPENDENTS. WE ARE CONFIDENT OF THE STRENGTH OF OUR POSITION," HE PLEDGED.

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ROUTINE

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\* UNCLASSIFIED \*  
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TRANSCRIPTION OF SUPERINTENDENT'S REPORT  
TO THE BOARD OF VISITORS  
NOVEMBER 5, 1981

The Board of Visitors plays a very important role at West Point. I do not think some danger lurks in the path ahead but we want "scouts" out telling us that we ought to get ready and do what has to be done to avoid the potential troubles. I would hope we take that very seriously. I should think we would all say, if we had been members of Board of Visitors prior to '77, might we have helped the Military Academy in the dangers that were within a year away? We need that assistance, because when you are part of an institution, you can become too close; you need somebody with a little different vision to tell you at a distance of things of importance that you might ignore.

I must say that the composition of this Board is a delight to me. We have Congressman Roth and Congressman Gilman here. Having served as Assistant Deputy Chief of Staff for Operations for the Army, I am aware of the importance of the staff of our members in the Congress. I think it's most important that staff representatives understand what we are about and give us sage advice.

The Board has much to do so that we complete what you laid out to be the agenda. I hope we will be able to get through that agenda by the time you leave here Saturday. I have some items I want to talk to you about.

First of all, the summer training experience. Of importance, I would think, we had no accidents at either Cadet Basic Training (CBT), or Cadet Field Training (CFT). The absence of accidents is due to persistent attention to detail.

We lose a great number of very talented young people. When the admissions process is through we swear them in on that first day in July. To lose them after that, you would have to say we lost very talented people. Our losses this year were lower than most CBT periods, but I would not rest on our laurels. Seven percent of this incoming plebe class left during CBT. We are restricting their resignations until several weeks into that new cadet training, feeling that history shows that that's the best approach. They need a certain amount of settling in, adjustment, and counseling before we allow them to leave.

At Camp Buckner, CFT, we placed emphasis on learning, not on testing. I think that's something we are trying to emphasize throughout the faculty of the Academy. Having gone through a very rigid admissions process, our effort ought to be more of coaches, not officials. Don't blow whistles when they make mistakes, not that we won't have to do a lot of counseling when mistakes are made, and we certainly aren't going to ignore them.

APPENDIX 14

The upper classes were involved in advanced training this summer, as in every summer. They went off in cadet leadership programs to 15 different CONUS installations. They also went overseas to Germany, in fact, joined me when I was still there in the corps. They went to the division in Hawaii and they also went with our brigade in Panama. 954 cadets who became "third lieutenants" and learned the Army, probably their best experience. They do well. I remember as a division commander having a battalion commander come to me and say, "Let's commission him right now. I need him."

If you read the survey of West Point graduates, there are two areas they say in which the Academy could have prepared them a little better. One was how to address family matters. The other area was relating to the enlisted force of the Army: junior enlisted and noncommissioned officer. We have the Drill Cadet Program; this year 218 cadets--we will up that next year--went to four continental U.S. training centers, where they were drill sergeants, working with the new entry individual into the Army, understanding the soldier they will ultimately lead. I might comment in that same vein that we have now added to every battalion of the Corps of Cadets, and to each of the Regiments, a noncommissioned officer. The cadet throughout the year now will have the opportunity to talk to very talented noncommissioned officers and understand their role in the Army.

The upper class, in addition to either the Drill Cadet Program or the "third lieutenant" program, can go into specialty training. We sent 637 cadets to 7 stations, 7 schools primarily. I will comment in a little more detail on 51 of them who went to Fort Rucker. There they took what is the preflight training up to and including doing their solos. One hundred percent of them, all 51, male and female cadets, completed the solo program. It's a great program. The Commandant at the school at Rucker says he's going to double the program next year. He will also bring in 52 ROTC cadets next summer. Cadets go also into specialty training at airborne school and the air assault school at Fort Campbell. They go up north for training in Alaska. They go to jungle training in Panama. They go to Navy seal training out at Coronado, California, and they go to the survival and escape course at the Air Force Academy.

As we stand right now, the senior class has lost 36.5 percent of what entered. The next class, the juniors, 33.7. Notice how between our junior year and senior year attrition doesn't change much. The yearlings are at 22.6. The plebe class now stands at 11.9. We are lower than the Air Force Academy. We are higher than the Naval Academy. Obviously all three of the academies are talking programs that work on retaining the best individuals, those who ought to stay to graduate and become commissioned officers. Our trends show that the two upper classes will go out at approximately 37 percent attrition. It looks like for the yearling and plebe class we will drop back to about 33 percent, mostly because I think we are working on this. It is not a mark of success that you have attrited a particular number. I think it's a greater mark that you attrite only those that should be. As an aside, under the system we have now, where we have summer school, we attrite by academics about 5.6 percent. How many

resign because they were having trouble in academics and thus lose heart. I don't know; I think it's bigger than 5.6. But that is the number we say are leaving because they flunked an academic course. I think, thus, a goal of about 30 percent is a realistic number. You would never want to say zero percent. A certain amount of attrition will be necessary. Unfortunately, the female cadet is attriting at a higher percentage than is the male cadet. For the Class of '84 it will be about 45 percent. That's better than what we have from the upper two classes, but nevertheless they are still higher than the males.

We have looked at facilities at West Point and the Air Force Academy; they have a new indoor athletic facility. We went out and saw that magnificent facility at Air Force and their hockey rink is just what we need. I think you are all aware that the Congress did fund us at \$12.2 million. We went out for bids. We were about \$5 million below the bid. We went back to Congress. Congress gave us the full amount required, but then OMB stepped in and we did not get apportionment. I think all of us know these are years when dollars are difficult to obtain. I think our greatest hope would be if OMB would release the money and the Army, within its funding, could allocate that money, we could go back to the committees and ask that the program be reevaluated. It would be strictly the ice hockey rink. If you haven't seen Smith Rink you ought to go see it. What was once "the ice" in New England, has been cut about 26 feet. It no longer is the best ice and that's unfortunate because now we have difficulty convincing teams that they ought to come here. There are very few seats in that arena, whereas how many do they have at the Air Force? Five thousand seats. I guess we could get 120 in Smith Rink if we were lucky.

The subject that's received a great deal of attention--and I know that Congressman Gilman has gotten a couple of letters--is the fact that in the effort of efficiency--and I don't think we should argue with that at all--we have been involved with contracting out and CITA reviews. We completed four in the '80-'81 fiscal year. Three of them resulted in contracts. That was for the laundry, refuse collection, and the maintenance and motor pool operation here at West Point. The fourth was the cadet barber shop and we were able to substantiate that that should not go contract. That has remained a government operation. This year we must go for examination of custodial services, and the harborcraft, the three vessels that operate out of South Dock. Then in '83, the Cadet Mess, which will be a difficult one, and money escort. I think we have learned from the process. It has been helpful to us in that management has been able to talk to everyone and say we must be more efficient in our work or else we are not competitive to the contracting operation. We have been able to better describe the work function that we are doing so that when it is bid upon by a contractor, he knows what we have been doing in the past and we don't buy into something that is less in service than we must have. So, I am hopeful that we will come out on the proper end in what lies ahead.

We have a great book and I think we will make sure all of you have one of these. It's a profile of the Class of '85. I think all of you ought to know, and look at, what is the desired profile of the class. The admissions people are looking for a percentage range of the entering cadets who are top scholars, who are athletes, who are minority students, women, and leaders. This Class of 1985 fell within all of those brackets. We brought in 188 women, which means that this class has 12 percent women coming in, 123 black Americans, 81 Hispanic; 373 were recruited athletes. 125 were leaders, that is, class presidents and other things in scouting and the like, 212 top scholars. That's an area that we need to focus on because we need to continue to make sure we are bringing in that caliber of individual. I list top scholars; I hope a number of them are like Pete Dawkins; they are also athletes, they are leaders. We will carry them as top scholars. 692 of that class were various team captains. 1300 out of 1520 had won letters as high school athletes.

New subject, Long Pond. We have an arrangement with the Town where Long Pond is used as their swimming area. In spite of signs, two young individuals went up into what is an impact area, picked up the duds, and an accident occurred. Each of the individuals has a claim against the Government. Action is still pending as we await information as to the status of those people. I can't give you anymore because the legal people in Washington have yet to get the reports back as to the present condition of the two young people involved.

We have some problem with textbooks. For example, our Department of Behavioral Sciences and Leadership writes their own textbook which is used to teach leadership. We would have preferred to go through one of the commercial printing houses. In order to do that we have to clear up copyright and that's presented some difficulties. The second area is the number of faculty members who write; can they get any credit for it? We will have Mr. Ladd here this weekend to talk over the problems of copyright and how we can be legal and yet satisfy some legitimate needs of our faculty and our teaching departments. He is the Register of Copyrights at the Library of Congress.

I should indicate changes in the structure of West Point. I will recite the fact that we have changed superintendents since the last Annual Meeting, General Goodpaster having been replaced by General Scott. There is sadness that the Deputy Superintendent has departed, but Art Brown is doing great. He unfortunately was not replaced. You will hear tomorrow the adjustments we made to cover that gap. We have a new position, the Deputy Post Commander, Colonel Bernstein; I think you will meet him tomorrow and know how he functions here. We changed our Deputy Chief of Staff Comptroller, Colonel Gasper left and Colonel Ferguson is in. The Corps of Cadets has a new Chief of Staff. The old one was Colonel Hedberg--that's a she--and she was promoted to Brigadier General. She was replaced by Colonel Johnson. With respect to the surgeon, we lost Colonel Seitter and Colonel Howard replaced him. He's a graduate of West Point. He's an ophthalmologist. Incidentally, I think half of the doctors at that hospital

are West Point graduates. That surprised me. But now I realize that up to two percent of our graduates may go to medical school and, you know, they stay in the service for a long while; not a bad investment, and they make good doctors. We have a new Professor of History. Colonel Griess retired and Colonel Flint is our new head of the department. Delightfully, he is one of three non-West Point graduates who are permanent heads of department. The head of the Department of Law is not a graduate of West Point, also the head of Chemistry. We continue an effort to make 50 percent of our faculty nongraduates of the Military Academy.

This Class of '85 starts a new curriculum. You will get into this tomorrow. We will be going for an ABET, the engineering accreditation, program. Once that is accomplished, we are then capable of declaring majors in engineering programs; mechanical, electrical, etc. Does West Point wish to do so? I think the answer is, we will make it optional. The curriculum committee is studying that. Why do I say optional? We already have a major, 31 subjects, the core curriculum at West Point for all cadets. What is it? Professional officer! We don't want anybody coming here to think it's otherwise. I went through all our literature which tells you what you are here for. You are here to become a second lieutenant, United States Army. That's what we're training cadets for. But it is possible in the process of recognizing the Army needs in a wide spectrum of talents, to allow individuals who want to go a little deeper into subjects a secondary major in addition to that of professional Army officer. Why would we want to do this? Air Force and Navy offer majors, and if it's to our disadvantage in bringing young people here because somebody says don't go to West Point, they don't have majors; we could end that. The Army feels that it needs some spectrum of deeper understanding. We don't want everybody to do it. I think we must in no way detract from the point that our major is to be a professional Army officer.

Honor. I always tell everybody honor will always be a fragile system at West Point. The great feeling by the cadets is that it's their's and yet our understanding is it belongs to the Army. They are custodians during their cadetship. I meet with the Honor Committee periodically. My next meeting is on the 12th. We discuss cases because there has to be that interchange of why I make a decision to use discretion on some cases. I am pleased with this group. The Honor Executive Board is very diligent in their education of the Corps of Cadets in what we are after in a code of honor which is beyond just cadet days. So although it's fragile, I think they have very, very talented young people working on it.

The sports program. Well, I can't say we beat everybody, but you can't turn around a football program in a year or two. I think we are moving in the right direction. We have some very talented young athletes. I like the fact that the Secretary of the Army, as we talked about football and he went up and talked to our football team the day before yesterday, obviously encouraged them to do what's been done well this year, and to upset Navy. We certainly are going to be the underdog, but his conversation with us was primarily on what is the attitude of these young athletes toward service as lieutenants and what is the separation, which we told

him was none, between those football players and the Corps of Cadets. We wanted to make sure he knew, you know, one of them lives in a room with two other cadets, one may swim and one may be a Rhodes scholar candidate, and that they eat together, they march together. We have no intention of making them some unique group. So sports is an important thing at West Point, but we don't separate athletes and give them unique experiences that are different from other cadets, all of whom are training to be officers.

Women have been at West Point now, since '76. They are now ten percent of the Corps. The Class of '85 is 12 percent. We have fewer comments that are improper in the barracks, but we still have some. I still get discipline cases where individuals misbehaved in this relationship of young people, male and female, in the barracks; males that are upper class not understanding that the term "fraternization" exists in a senior-junior relationship. I haven't had any cases of upper class females and male fourth class, but that could happen. So women at West Point is not yet something I can tell you we have found all the answers to. I think our women are involved in exploring things that we are finding more and more about every day. I think the fact that the Army is involved in a study of women in the Army has some backlash to us. I think many people don't understand that the study is not on the basis of we are not sure they belong here. The Army understands that women are vital. They play a very key role in what we are doing. We couldn't do the jobs that we have without the talent they bring. But, after ten years of experience, the Army is trying to see if are we using them properly, most efficiently, are we sure we know how these assignment policies are working. I think that study is due to be finished in December and I think that will settle down some of the concerns of the women here, who are training to be officers in the Army.

The last subject; West Point doesn't sit on the Hudson Highlands all by itself. We have neighbors all around us. We are discussing right now the possibility, as in Annapolis, of cadets having walking privileges into the Village of Highland Falls. We are not saying Annapolis and Highland Falls are identical, but we are looking for, and probably this year at about Christmas time we could start, the classes having a period of time where they might go into Highland Falls. That's the time when we are interested in shopping and things of that nature. I think that the drinking policy that has now been in effect for some time is one that Highland Falls already is supporting and enforcing within those places where you go to dinner. The only time a cadet is allowed to drink in Town is with a meal in a dining environment. The greatest problem we have had of late is the fact that Highland Falls, which is surrounded by West Point and an interstate parkway, is where our children go to high school, and the budget is about to be seriously affected by the discussion on Federal Impact Aid. So we have a great concern on the part of our parents here. The Secretary of Defense has told us that it would be improper for our service people to have to pay tuition and yet, at the same time, I listen to the plight of the school board. How do they pay the costs of operating the school, the size of which is based on the fact that a number of students come to that

school from West Point? Mr. Chairman, you may want to go into that in greater detail. I think you are aware, I wrote you all, as I did the Secretary of the Army and the Chief of Staff, that it is a problem to us here.

That is my report.

MATERIAL FURNISHED TO THE BOARD OF VISITORS - 1981

1980 Board of Visitors Report  
Department of the Army Comments on 1980 Board of Visitors Recommendations  
Final Report of the West Point Study Group  
Report to the Secretary of the Army by the Special Commission on the United States Military Academy  
Report of Committee to Study Civilianization of Faculty  
The USMA Teaching Faculty  
Information Paper: Guest Lecture Program  
Information Paper: Cadet Indoor Athletic Facility (CIAF)  
Information Paper: Due Process Procedures for Honor Cases  
USCC Pamphlet 15-1, "Honor Committee Procedures"  
USCC Pamphlet 632-1, "The Honor Code and Honor System"  
Current USMA Catalog  
Army Football Press Guide  
Admissions Pamphlet: Roots, Achievements, Projections  
ODIR Pamphlet 81-014: Characteristics of the Class of 1985  
Admissions Packet Pertaining to Admissions Efforts in a Changing Demography