

**UNITED
STATES
MILITARY
ACADEMY**

WEST POINT, NEW YORK

**REPORT
of the
BOARD OF VISITORS**

DUTY-HONOR-COUNTRY

31 December 1982

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 each except that any member whose term of office has expired shall continue to serve until his successor is appointed. The President shall designate two persons each year to succeed the members whose terms expire that year.

(c) If a member of the Board dies or resigns, a successor shall be designated for the unexpired portion of the term by the official who designated the 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, 1982

West Point, New York, December 31, 1982

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
William V. Roth, Jr., Delaware
Lowell P. Weicker, Jr., Connecticut
Sam Nunn, Georgia

Representatives

Les Aspin, Wisconsin
Benjamin A. Gilman, New York
Bo Ginn, Georgia
Julian C. Dixon, California
Toby Roth, Wisconsin

Presidential Appointees

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

Judge William Park Lemmond, Jr., Sixth Judicial Circuit of Virginia, Hopewell, Virginia (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, DC (Appointed in 1981 to serve through 1983).

Mr. Bernard J. Lasker, Lasker, Stone & Stern, New York, New York (Appointed in 1982 to serve through 1984).

Mr. Clyde H. Slease, Attorney at Law, Washington, DC (Appointed in 1982 to serve through 1984).

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 8.

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 1982. Two visits were conducted by the Board at West Point 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, DC to identify areas of interest for the 1982 Board.

b. April 26, Washington, DC. 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 these two meetings. Additionally, Mr. John O. Marsh, Jr., the Secretary of the Army, addressed the Board and discussed their important role in the affairs of the Military Academy. Secretary Marsh requested active participation of all members in Board activities. The summarized minutes are at Appendix 3. The session was open.

c. July 28-30, West Point, New York. The summer visit of the Board to USMA focused on the cadet military training programs with firsthand observation of both Cadet Basic Training for the new plebes (freshmen) at West Point and Cadet Field Training for the new third class (sophomores) at Camp Buckner. A vehicular tour of the Military Academy was conducted to familiarize the newly appointed members with West Point. Members received a number of briefings and conducted discussions on: preparation of graduates to meet initial leadership challenges, Impact Aid to the Highland Falls-Fort Montgomery School District, and USMA facilities. The facilities briefing included a visit to the Academy's academic facilities and adjacent Ladycliff College. The summarized minutes of this meeting are at Appendix 4. All sessions were open.

d. November 4-6, 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 1982 Board. Members present received a report from the Superintendent and briefings on: (1) optional academic majors, (2) leadership development, and (3) excellence in athletics. Members also visited academic departments and attended classes. The Board was one member short of a quorum for the final day of this meeting although two additional members were represented by nonvoting Congressional staff persons. It was the decision of those present to proceed with the meeting without a quorum and to consider the 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 1982 Board 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 9 of this Report were adopted by consensus of the members present at the 1982 Annual Meeting. The summarized minutes of this meeting are at Appendix 5. All sessions were open.

8. SUPERINTENDENT'S REPORT TO THE BOARD. See Appendix 7.

9. CONCLUSIONS AND RECOMMENDATIONS:

a. General Conclusions: The members of the Board who participated in the organizational meeting in Washington, DC and the two meetings at West Point are pleased to report that, in those areas of interest explored by the 1982 Board of Visitors, the Military Academy is performing very well its assigned mission. The Academy was in excellent condition at the beginning of this Board's tenure and significant progress has been made in creative planning for improvement, for which the Board strongly commends the command.

This marks the second year of Lieutenant General Scott's superintendency. Significant progress has been made in building effective external and internal relationships. General Scott's inspirational leadership and gracious style are easily identifiable as the major factors in this progress. The Board recognizes the great assistance rendered in this effort by Mrs. Scott. Her very substantial contributions have improved relationships both within the West Point community and with local surrounding communities.

The Board wishes to note the contributions to the Academy of Brigadier General Joseph P. Franklin, Commandant of Cadets from June 1979 to June 1982. Under General Franklin's guidance cadet summer training was effectively reorganized and revitalized, women were fully integrated into the Corps of Cadets, and additional emphasis was placed on the relationship of duty and honor to future service as an officer. General Franklin leaves with warm wishes from the Board for continued happiness and success in his service to the nation.

The Board also wishes to recognize the contributions of Colonel Harvey H. Perritt, Jr., Chief of Staff at West Point from July 1978 to July 1982. Colonel Perritt was instrumental in upgrading the Academy's management and staff activities. He was a key member of the Superintendent's team which effectively dealt with a number of events affecting institutional life and the national reputation of the Academy. We wish him success in a well deserved retirement and a new career.

The Board commends the outstanding efforts by the Academy's admissions department in the recruitment of outstanding candidates for the Class of 1986. The Board is particularly impressed with the results obtained in minority and women admissions and endorses continued successful efforts in this vital area.

The Board is pleased to note that the Academy has been able to achieve its full authorization for visiting civilian professors. Although the Department of Foreign Languages did not have a visiting professor, the Department of Behavioral Sciences and Leadership had two. (The Department of Foreign Languages has six civilian professors and three allied officers who teach their native languages.) The Department of Physical Education also had a visiting professor. We commend the Academy for its successful efforts in recruiting these talented educators and encourage the Academy to consider opportunities for expanding civilian representation on its faculty.

The Board is aware that the Academy is continuing its study of contracting for certain commercial-industrial type services currently performed on post by government employees. The Board urges the Academy to ensure that economic comparisons are accurate and that any contracts awarded be truly cost beneficial to the long term needs of the Academy. Consideration should also be given to the impact on any displaced government employees.

Finally, the Board wishes to thank and commend its executive secretary, Colonel Don Tillar, and his deputy, Major Charles Morris, for their able administration of the Board's activities, and for assistance provided to the members throughout this past year. Without such able assistance, accomplishment of the Board's task would be substantially more difficult.

b. Specific conclusions and recommendations.

TOPIC: Preparation of Graduates to Meet Initial Leadership Challenges.

CONCLUSION: The Board was briefed by the Office of the Commandant and by Colonel Prince, Chairman of the Leadership Development Committee, on the Academy's ongoing review of its leadership development program. Board members also had the opportunity to observe and meet with cadets in leadership positions during summer training at West Point. The Board's concerns in this area centered principally on the ability of Academy graduates to understand and to meet the challenges posed by diversity within a changing Army. The Academy has made significant progress in the integration of its leadership training, both by way of knowledge and experience within the Academy. Steps should be continued to coordinate the academic component and the leadership skills program to assist cadets in their preparation to

assume command positions in the Army. The Board commends ongoing efforts of the Academy to systematically assess its leadership development program.

RECOMMENDATION: The Academy should continue to explore means to use academic course materials as a method to enhance leadership training. The Board encourages continued recruitment of qualified minority men and women for the faculty to serve as role models and as resource persons for leadership training. We recommend continuing the review of the leadership development program. Efforts should be continued to evaluate and improve the cadet summer training experience as a component of leadership training.

TOPIC: Optional Academic Majors

CONCLUSION: The Board had previously reviewed the dual-track curriculum adopted by the Academy for the Class of 1985 and following. The Board was briefed by the Dean on the recent Academy Academic Board decision to recommend to Department of the Army that the Academy offer, within the constraints of the '85 curriculum and the current level of authorized permanent faculty, a limited number (presently 16) of academic disciplinary majors as an optional program beginning with members of the Class of 1985. The Board warmly commends Brigadier General Smith, Dean of the Academic Board, for his outstanding leadership in designing the optional majors program. This program will enhance the educational opportunities for present cadets, attract high quality new cadets, and add to the academic reputation of the Academy.

RECOMMENDATION: That Department of the Army approve the Academy's recommendations for an optional majors program at West Point.

TOPIC: Excellence in Athletics

CONCLUSION: The Board was briefed by Mr. Ullrich, Director of Intercollegiate Athletics on the intercollegiate athletic program at the Academy. The Board recognizes that this program serves as the capstone of the Academy's physical development program and is an integral part of the leadership development experience of the cadets.

RECOMMENDATION: That, in addition to competition with the other service academies, the Academy seek nationwide athletic competition that provides opportunities for parity (comparable skills and talents) as well as excellence.

TOPIC: Facilities

CONCLUSION: The Board was briefed on the Academy's Military Construction Army (MCA) program, the need for additional academic space, the requirement to upgrade laboratory and athletic facilities, and the Academy's plan to purchase the adjoining campus of Ladycliff College. This Board is mindful of recommendations of previous Boards of Visitors for (1) a multipurpose athletic facility to house the Academy's skating, ice hockey and basketball programs, and (2) an expanded museum and modern Visitors' Information Center.

The Board believes that the acquisition of Ladycliff would be in the best interest of the Academy. There exists no other property that would fill manifest needs of the Academy as does Ladycliff. It would be a tragedy for the Academy, and for the country, to lose the unique opportunity that the acquisition of Ladycliff presents.

The Board visited the existing hockey rink and recommends that it be replaced due to the safety hazards presented to participants and spectators at athletic events in the rink. The Multipurpose Physical Development and Sports Facility would be more cost effective for the Academy. If the monies cannot be awarded for the entire facility, the design should include the hockey rink with capability for later expansion.

RECOMMENDATION:

(1) That lease of the Ladycliff property, with option to buy, be promptly consummated.

(2) That the acquisition of Ladycliff be fully funded in the FY 1984 budget.

(3) That the full funds of \$17.96 million previously appropriated for the Multipurpose Physical Development and Sports Facility be promptly released by OMB.

TOPIC: Attrition

CONCLUSION: The Board has received several brief reports of an average 36% attrition of cadets over a four-year course of study at the Academy. The Board is aware that the Academy is making efforts to analyze causes for attrition; we commend this ongoing effort.

RECOMMENDATION: That the 1983 Board of Visitors review the Academy's efforts in this area.

TOPIC: Impact Aid

CONCLUSION: Concerned about the impact on West Point, the 1981 Board of Visitors recommended that the Department of Defense (DOD) assume responsibility for providing sufficient funds out of its existing appropriations to offset the loss of federal education funds. Such action, in the case of the local Highland Falls-Fort Montgomery School District in particular, has not been forthcoming. The 1982 Board has maintained intense interest in this issue and has been kept abreast of the situation by the local School District Superintendent and President of the School Board. This Board is also aware that partial tuition notices were sent on November 1st to families residing on West Point and that injunctive relief was to be sought in Federal Court.

The Board urges that this issue be resolved without litigation. Negotiations between the Academy, appropriate local and state officials, and the U.S. Department of Education have thus far been cordial and constructive.

We are fearful, however, of potential consequences should this issue not be resolved. There may be a significant decrease in the quality of education provided all students at O'Neill High School, which includes 185 dependents of personnel residing on West Point. A loss of 115 tuition-paying students who presently attend O'Neill High School from Garrison New York to some other school district is predicted. There could be a dispersment of students, and ultimate dissolution, of O'Neill High School. Failure to quickly resolve this impact aid issue will certainly increase animosity between the local community and West Point.

Pursuant to a meeting in Washington, D.C. on November 3, 1982 with Secretary of Education T.H. Bell, the local school district rescinded the tuition notices sent to West Point parents. Secretary Bell believed that there are a number of areas to be re-examined which may offer relief in impact aid funding for Highland Falls-Fort Montgomery and was hopeful of an administrative solution for the 82/83 school year.

RECOMMENDATION: That prompt resolution of this problem confronting the local school district be obtained through cooperative efforts of the Departments of Education and Defense. The Board strongly supports Secretary Bell's effort to resolve the immediate need but further recommends a long range plan, to include consideration of a Section 6 PL 874 contractual arrangement, be developed to fully resolve the West Point and Highland Falls-Fort Montgomery impact aid issue.

ADDED: Member William Park Lemmond notes that failure to quickly resolve this impact aid issue will also substantially impact upon the quality of education provided dependents of the staff, faculty and cadre of West Point.

1982 USMA BOARD OF VISITORS

Harry W. Low
Judge, Superior Court
San Francisco, California
Chairman
1982 USMA Board of Visitors

William Park Lemmond, Jr.
Judge, Sixth Judicial
Circuit of Virginia
Hopewell, Virginia

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

Shirley M. Huffstetler
Attorney at Law
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Clyde H. Slease
Attorney at Law
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Bernard J. Lasker
Lasker, Stone & Stern
New York, New York

Daniel K. Inouye
United States Senate

Lowell P. Weicker, Jr.
United States Senate

William V. Roth, Jr.
United States Senate

Sam Nunn
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. As of
December 31, 1982.

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,

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OMB, soliciting assistance in obtaining the funds for the project. In addition Congressmen Gilman and Ginn independently requested the OBM 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 require them, they can be obligated against the project up to September 30, 1983. However, as indicated in OBM'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.

Update: Congress has extended the project authorization to September 30, 1983. \$17.96 million is available in the FY 80 Contingency Reserve to fund the project. On 3 December 1982 authority was received to bid and award the project with the funds available. The New York District Corps of Engineers is in the process of redesigning the facility as a hockey rink with utilities for the future addition of a basketball arena. The redesign should be complete by end 1982. The project will then be advertised for bid. Since the construction industry is in a depressed state, the New York District intends to advertise the project with alternate bid items. One alternate would be the facility as originally designed (hockey and basketball arena). The other would be the hockey rink only. Depending on bids received, award of one alternate or the other could be made.

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.

Update: Improved relations with the local community continue to be emphasized; however, the issue of reduction of Impact Aid to the local school district may cause problems. This subject is addressed in a Response titled "Impact Aid." The Update on "Contracting Out of Commercial-Industrial Type Activities," another concern of the community, provides the current status of this topic. Continued progress has been made on reconciling differences regarding such matters as village water supply; traffic routing for the proposed Visitors' Information Center (VIC); and privileges for cadets in Highland Falls. The locating of the VIC at Ladycliff (see Update titled "Visitors' Information Center (VIC)/Museum") and the increase in cadet walking privileges from only two occasions during the fall term AY 81-82 (program implementation) to twelve opportunities during the fall AY 82-83 go a long way towards meeting community desires. The Academy's principal representative, the Deputy Post Commander, will continue to seek resolution of differences of opinion on any issue affecting the Academy and the town and village.

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.

Update: A new visitor center and Museum have been part of the USMA MCA Program for several years. Currently, the new Museum is programmed for FY 86 and the new visitor center is programmed for FY 87. USMA is planning to purchase the campus of the former Ladycliff College in FY 84. Current USMA plans envision renovation of a portion of the Ladycliff facilities to accommodate both a Museum and visitor center. The Board of Visitors was briefed on the need and uses of Ladycliff at its summer '82 meeting. When plans for Ladycliff are finalized, the current projects for a new Museum and new visitor center will be deleted from the MCA Program and replaced by renovation projects for a Museum and visitor center at Ladycliff. The cost should be less and the FY for accomplishment should be approximately the same (FY 86, 87).

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.

Update:

(1) The number of female officers on the USMA staff equals the FY 82 Affirmative Actions Program (AAP) goals. The USMA goal for assignment of minority officers has not been fully recognized, however. Although there has been a steady increase in the number of minorities assigned to the USMA, these accessions have not kept pace with the annual increase in the AAP goals.

(2) Assignment of enlisted personnel is done by Headquarters, Department of the Army. The assignment offices have been responsive to the Academy's AAP goal. Consequently, although the USMA has not met its assignment goals in each Career Management Field for enlisted minority and female personnel significant progress has been made.

(3) USMA has an ongoing program to identify qualified minority and female 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. Procedures are as outlined in paragraph (2) of Response above.

(4) The Superintendent, through the Adjutant General Military Personnel Office and the Human Relations Program Office, continues to stress to the staff and faculty the importance of this program. A continuous dialogue is also maintained with MILPERCEN to ensure that we receive nominations from the branches for qualified minority female officers.

(5) The competition for highly qualified minority and female candidates for the staff and faculty remains high. USMA's goals in each category have increased annually beginning in FY 1981.

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 should 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.

Update:

(1) Since the 1981 BOV annual meeting, two CA cost studies have been conducted. First, the Harborcraft section review determined that this activity should be retained in-house. Secondly, the custodial services tentative decision to award a contract was overturned by the HQDA Appeals Board. Resolicitation of the custodial services is planned to be included as a part of future cost studies of Engineering functions.

(2) A final decision to contract selected cadet mess functions (excluding food preparation) has been made. The contractor takeover date is 5 January 1983.

(3) The Money Escort (MP) review originally planned for FY 1983 has been postponed due to a Congressional moratorium.

(4) The FY 1984 and FY 1985 reviews have not yet been announced (tentative announcement is scheduled by HQDA for 5 April 1983).

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%.

Update: Summer Training in CBT and CFT for 1982 continued the standard of positive leadership and constructive strenuous performance oriented training for the Classes of 1985 and 1986. Both classes responded well to the mature guidance offered them by the Class of 1983. Achievements in some areas such as rifle marksmanship exceeded previous records. The Class of 1986 (motto: Courage Never Quits '86) entered Cadet Basic Training on July 1, 1982. They were challenged by a tough, performance oriented and physically demanding training program. Major changes to CBT included extending the no-resignation period from three to four weeks and the introduction of Military Qualification Standards (MQS I). The MQS I program involves basic soldier skills that are required prior to commissioning and taught in CBT. This past summer these tasks included Basic First Aid, Weapons Training and Individual Tactical Training. The extended no-resignation period afforded New Cadets the opportunity to complete a greater portion of CBT before considering resignation. As a result of CBT '82, the Corps of Cadets accepted a total of 1348 New Cadets (1205 males and 143 females) which reflect an attrition rate of 5.07%. Enthusiasm, dedication, motivation and standards of discipline reflected the strong support of institutional goals by the cadre, tactical officers and staff.

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.

Update: The Superintendent's nomination authority was used during the Class of 1986 admissions cycle as an aid in achieving class composition goals.

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.

Update: The class composition goals for minorities and women were achieved for the Class of 1986. Programs aimed at minorities and women continue to be closely monitored and adjusted as needed to improve their effectiveness. The Project Outreach and Summer Enrichment programs have continued through 1982 at their peak 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.

Update: The improvement in funding, manning, and administration secured during 1981 have resulted in a higher quality, more effective USMA/ROTC Liaison Officer program. A new system for monitoring the active duty budget of the Liaison Officer program was implemented this year. This system will allow more timely management of this resource resulting in improved program efficiency.

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.

Update: No new additional information.

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.

Update: The Cadet Honor Committee implemented the Four Year Honor Education Program in Academic Year 1981-1982. The program is in its second year and is generally regarded as a major positive step in improving cadet awareness and commitment to the tenets and ideals of the Honor Cde. Honor Education continues to be the main focus of the Honor Committee. The investigative procedures have changed very little since their implementation in 1979. They are evaluated continuously and minor changes are instituted as required.

REPORT ON PRESIDENTIAL ADVISORY COMMITTEE RECOMMENDATIONS. As of
December 31, 1982.

a. Title and Date of Report: United States Military Academy Report of the Board of Visitors, December 31, 1981.

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 1981 Report 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.

RESPONSE: A detailed report on the preparation of graduates to meet initial leadership challenges was presented to the 1982 Board of Visitors.

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.

RESPONSE: The Academy continues to support the position of Deputy Superintendent as an element of the effective management of the U.S. Military Academy. In this regard, we have provided the Deputy Chief of Staff for Personnel, Department of the Army, with an updated description of the Deputy Superintendent's duties in the event another General Officer is made

available. In November 1981, the Board was briefed on actions accomplished at USMA resulting from the departure of the Deputy Superintendent. By way of background, in September 1981 we established a separate Deputy Post Commander (DPC) at the grade of full Colonel, subordinate to the Chief of Staff. The DPC position was engineered as the focal point for matters concerning post support and also tasked with the immediate direction and supervision for the two Assistant Deputy Post Commanders, the Human Relations Programs Office and the local troop commander.

Based on continuing analysis of the DPC position and its interrelationships with the USMA staff, adjustments to the DPC's responsibilities were required. Accordingly an organizational realignment, implemented effective 15 June 1982, placed the following USMA activities under his direct supervisory control:

- Directorate of Personnel and Community Activities
- Directorate of Engineering and Housing
- Directorate of Logistics
- Civilian Personnel Office
- Human Relations Programs Office
- 1st Battalion, 1st Infantry

While the above changes should further our initial objective in creating a separate DPC to reduce administrative workload for the Superintendent and Chief of Staff the requirement for a General Officer Deputy Superintendent remains valid.

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.

RESPONSE: Honor System Procedures will be reviewed to consider the advisability of permitting the cadet advisor to testify as a character witness on behalf of the respondent. Testimony by the cadet advisor on the merits of the case will also be considered. The respondent is currently permitted by USCC Pam 15-1, Honor Committee Procedures, to retain private counsel at his own expense in lieu of military counsel. A verbatim record of the Full Honor Investigative Hearing can be made available to the Secretary of the Army upon his request. Currently, a summarized transcript of the proceedings is prepared. The Board will be advised before any substantive changes to the Honor Committee Procedures are made.

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.

RESPONSE: Preparation of cadets for leadership of a racially mixed Army is conducted in five major areas. Each of these contribute to the education and training process necessary to meet this leadership challenge.

These areas include specific academic courses, a carefully designed progressive USCC Training Program, Practical Leadership Training at West Point and in the Field Army and certain impacting environmental influences here at West Point. The interaction and balance between these programs, courses and positive experiences well prepares cadets to cope with the multi-racial composition of the active force.

Additionally, the 1982 Board received briefings from the Chairman, Leadership Development Committee, at both the summer and annual meetings.

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.

RESPONSE: The Board received extensive curriculum briefings, to include plans to institute an optional academic majors program for selected cadets, at the 1982 Annual Meeting.

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.

RESPONSE: None required.

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.

RESPONSE: During AY 1982-83 all academic departments except the Department of Foreign Languages had Visiting Professors. The Department of Foreign Languages has six civilian professors and three allied officers who teach their native languages. The Department of Physical Education also had a Visiting Professor during AY 1982-83.

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.

RESPONSE: Admissions efforts, as briefed to the Board of Visitors, have been aided by several developments. The approval of the Superintendent's nomination authority and the implementation of the Early Action Plan have provided increased flexibility and responsiveness. Beginning with Fiscal Year 1983, significantly increased funding levels for Admissions programs have been incorporated into the Department of the Army budget plans. This will allow for the expansion of current programs and the institution of new programs as the challenge to meet class composition goals becomes ever greater.

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.

RESPONSE: The USMA defers on this issue to the Departments of Defense and Education. The Academy is concerned, however, about the impact on quality of education caused by cuts in Impact Aid and is also concerned about the community relations aspect of this issue.

SUMMARIZED MINUTES
1982 USMA BOARD OF VISITORS
ORGANIZATIONAL MEETING
April 26, 1982, Washington, DC

1. CONVENING OF THE BOARD. The organizational meeting of the 1982 USMA Board of Visitors (BOV) was convened by the Acting Chairman, Judge Harry W. Low, at 9:40 a.m., April 26, 1982, in Room EF100, United States Capitol, Washington, DC. Members of the Board present during the meeting included: Judge Low, Judge Lemmond, Mrs. Hufstedler, Mr. Caddell, Mr. Lasker, Mr. Slease, Senator Nunn, and Congressmen Gilman, Ginn and Roth. Additionally, the following staff members were present: Mr. Frank Kelly representing Senator Inouye, Mr. Charles Cunningham representing Senator Weicker, Mr. Ed Nagy representing Senator Nunn, Mr. Edward A. Shackelford representing Congressman Roth, Mr. A. Bradley Mims representing Congressman Dixon, and Miss Karen Long representing Congressman Ginn. Lieutenant Colonel Shipley and Major Schon represented the 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 (Inclosure 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 (Low, Lemmond, Hufstedler, Caddell, Lasker, Slease, Ginn) at 9:50 a.m, the initial order of business was the election of Board officers. Judge Lemmond nominated Judge Low for Chairman. Congressman Ginn seconded. There being no other nominations, Judge Low was elected Chairman of the 1982 BOV by a unanimous vote. Nominations for Vice Chairman were then opened. Mrs. Hufstedler nominated Judge Lemmond. Congressman Ginn seconded. There being no other nominations, Judge Lemmond was unanimously elected Vice Chairman of the 1982 BOV.

4. SELECTION OF THE EXECUTIVE COMMITTEE. Following the election of the officers, Judge Low appointed the members of the Executive Committee; in addition to the Chairman (ex officio) and Vice Chairman (ex officio), Mrs. Hufstedler, Mr. Lasker, Senator Nunn, and Congressmen Gilman and Roth. These appointments received consent of the Board.

(Congressmen Ginn departed.)

5. SCHEDULE OF MEETINGS FOR THE 1982 BOV. The Board next discussed dates for the summer and annual meetings at West Point. The summer meeting was scheduled for July 28-30, 1982 and the annual meeting for November 4-6, 1982. The tentative outline for the meetings was agreed upon as follows:

a. Summer Meeting

July 28 - $\frac{1}{2}$ day devoted to familiarizing new Board members with USMA (orientation)

July 29 - Observation of Cadet Basic Training (CBT) and Cadet Field Training (CFT)

July 30 - Board Discussions

b. Annual Meeting

November 4 & 5 - Board discussions beginning the evening of November 4 through November 5

November 6 - Preparation of 1982 BOV Conclusions and Recommendations

(Congressman Gilman arrived.)

6. IDENTIFICATION OF AREAS OF INTEREST FOR 1982 BOV. The Board next focused its attention on identifying areas of interest for discussion at the summer and annual meetings. The 1981 BOV had previously identified the issue of preparation of graduates to meet their initial leadership challenges. The 1982 BOV agreed to discuss this issue with emphasis on summer leadership experiences, academic year leadership opportunities, leadership positions in the Corps held by women, training for dealing with personal and social problems in the Army (drug and alcohol abuse), contribution of USMA's military faculty, and academic courses supporting this preparation. The Executive Secretary distributed a letter from Congressman Roth, subject: Leadership training for cadets, which expressed his interests and concerns about the cadet leadership experience (Inclosure 2).

(Congressman Roth arrived.)

Judge Low asked the Executive Secretary to address areas the Superintendent had identified for possible inquiry. The first area suggested was to examine the considerations within the USMA curriculum for an optional majors program. The Board decided to investigate the topic including a review of the "1985 curriculum," ABET accreditation, considerations for optional academic majors, the impact of ABET and optional majors on the faculty civilian/military mix, experiences of the USNA and USAFA with majors, and anticipated changes in future cadet intake to USMA. The Executive Secretary also suggested that the Board examine the proposed plans for expansion of USMA physical facilities. The Board agreed to look into the topic including the potential acquisition of Ladycliff College, status of the Multipurpose Athletic and Sports Facility, the USMA Military Construction Appropriations (MCA) program, and the anticipated appropriations reactions of the Congress.

Judge Low recommended that the Board be updated and discuss additional actions the Board might take on the issue of Impact Aid to the Highland Falls School District. The recommendation received support from both Mrs. Hufstedler and Congressman Gilman. Congressman Gilman also provided the Board a copy of the statement he made before the Subcommittee on the Departments of Labor, Health and Human Services, and Education of the Committee on Appropriations (Inclosure 3). The Board decided to add this issue as an agenda item. Judge Low

asked Congressman Gilman to prepare a paper with several proposals for the Board to address on this matter. Mrs. Hufstedler provided suggestions for consideration by Mr. Gilman and the Board in planning the Board's approach. Mr. Gilman noted that background on this issue is contained in the 1981 Report of the Board of Visitors.

(LTG Scott arrived during the discussion on Impact Aid.)

7. REMARKS BY THE SECRETARY OF THE ARMY. Following the discussion on Impact Aid the Board took a recess. During the recess Mr. John O. Marsh, Jr., the Secretary of the Army, arrived at the Board session.

Mr. Marsh discussed the important role of the Board of Visitors in the affairs of the Military Academy. The Secretary considers the Board a valuable resource of the Superintendent, capable of providing counsel, advice and an outside perspective. He requested active participation of the Congressional members, understanding the demands upon their time. Mr. Marsh identified USMA as the capstone of the military education system and discussed the dual mission of the Military Academy--educating future officers and producing leaders. This mission, in his opinion, will require emphasis on proficiency in a second language, knowledge of world geography, clarity in both the written and spoken word, and a regular program to insure physical fitness. In conclusion, the Secretary thanked the Board for their participation and contributions to West Point.

(Mr. Harry N. Walters, Assistant Secretary of the Army for Manpower and Reserve Affairs, and Senator Sam Nunn joined the Board during the Secretary's remarks.)

8. REMARKS BY THE ASSISTANT SECRETARY OF THE ARMY. Following Mr. Marsh, Assistant Secretary Walters spoke briefly to the Board on the importance of developing a winning attitude in athletics at West Point and in the Army. Mr. Walters also informed the Board that he could not discuss the issue of Impact Aid due to impending actions at the Department of Defense level.

9. IDENTIFICATION OF AREAS OF INTEREST FOR 1982 BOV, CONTINUED. Based upon Mr. Walters remarks, Judge Lemmond recommended that the Board examine the topic of excellence in athletics at West Point. He also requested that this include a fact sheet about athletic recruiting to insure that BOV members act in accordance with NCAA regulations. The Board added this topic to its agenda. Mr. Gilman asked that the Board continue to examine the civilian/military faculty mix. Mr. Lemmond suggested that this topic could well be integrated into the Board's inquiry into leadership preparation and curriculum matters. Judge Low asked that the Board be informed of the "science and technology" preparation included in the curriculum. The Board concluded that the above identified topics appeared sufficient for this year's attention.

(Mr. Marsh, LTG Scott, Senator Nunn and Congressman Roth departed prior to lunch. Mr. Walters dined with the Board but departed prior to the reconvening of the Board.)

10. CLOSING REMARKS. Congressman Gilman asked that the Executive Secretary provide advance fact sheets on each of the areas identified for discussion. This would enable the Board to be better prepared during the Board discussions at the summer and annual meetings. Judge Low asked for further business; there being none, Judge Low thanked all for their attendance and encouraged attendance at the coming BOV meetings.

8. ADJOURNMENT. There being no further business before the Board, the meeting adjourned at 1:00 p.m., April 26, 1982.



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



HARRY W. LOW
Chairman
USMA Board of Visitors

3 Inclosures
As stated

AGENDA
USMA BOARD OF VISITORS
ORGANIZATIONAL MEETING
9:30 A. M.
MONDAY, APRIL 26, 1982

- | | |
|--|------------------------------|
| 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. Schedule of Meetings for 1982 | Executive Secretary |
| --Summer | |
| --Fall (annual) | |
| VI. Remarks by Honorable John O. Marsh,
Secretary of the Army | |
| VII. Remarks by Honorable Harry N. Walters,
Assistant Secretary of the Army | |
| VIII. Luncheon | Executive Secretary |
| IX. Identification of Areas of Interest for
Exploration by 1982 Board | Board/Executive
Secretary |
| --Preparation of graduates to meet initial
duty requirements (recommended by 1981
Board) | |
| --Others identified by 1982 Board | |
| X. Closing Remarks | Chairman |
| XI. Administrative Matters | Executive Secretary |

Inclosure 1

TOBY ROTH
EIGHTH DISTRICT
WISCONSIN

FOREIGN AFFAIRS COMMITTEE

SUBCOMMITTEES:

EUROPE AND THE MIDDLE EAST
INTERNATIONAL OPERATIONS

RURAL CAUCUS
TRAVEL AND TOURISM CAUCUS



**United States
House of Representatives**

WASHINGTON OFFICE:
215 CANNON HOUSE OFFICE BUILDING
WASHINGTON, D.C. 20515

DISTRICT OFFICES:
126 NORTH ONEIDA STREET
APPLETON, WISCONSIN 54911

207 FEDERAL BUILDING
325 EAST WALNUT STREET
GREEN BAY, WISCONSIN 54301

101 NORTHERN BUILDING
844 PIERCE AVENUE
MARINETTE, WISCONSIN 54143

April 26, 1982

From: Toby Roth
To: West Point Board of Visitors
Subj: Leadership training for cadets

As I see it, leadership is what makes troops want to follow you; authority is what tells them they must. Each produces different results. Leadership must be learned; authority is merely conferred.

In our role as members of the West Point Board of Visitors, we are charged with overseeing the system which will mold the next Grants, MacArthurs and Eisenhowers. These men were leaders first, and managers second. There is no reason to change this order of battle. We must teach cadets to lead their troops, not prepare them for their second career.

Future leaders must be taught to understand the needs, desires and attitudes of their force. In today's All-Volunteer military there is a great cultural and educational gulf between the majority of enlisted men and women and their officers. This can be overcome only by gaining insight into the motivations and attitudes of these junior enlisted men and women and their NCOs. This has been stressed to me by a survey of West Point graduates and by other military officers whom I know personally. There is a crisis of leadership. This leadership gulf must be spanned if we are to face a common threat with a united front in any future conflict.

Leadership is an acquired sum of knowledge composed of an amalgam of psychology, sociology, cross-cultural relations and good execution. These can be taught. A cadet should follow his instructor's lead to obtain the greatest benefit from that person's experience. A cadet's empirical path to leadership is absolutely the worst method, because he so often won't get a second chance.

I urge this Board of Visitors to stress the need for appropriate training in the cadet's curriculum to prepare this future officer as a leader for his or her first day out in front of the ranks. It is never too early to prepare, because no one knows the day when their leadership -- not their authority -- may be tested.

Inclosure 2

Statement of
The Honorable Benjamin A. Gilman
A Representative in Congress
From the State of New York
Before the
Subcommittee on the Departments of Labor,
Health and Human Services, and Education
of the Committee on Appropriations
April 22, 1982

Mr. Chairman and Members of the Subcommittee,

I am pleased to present this statement on behalf of the program of aid to schools in federally impacted areas, otherwise known as "impact aid".

As you know, Mr. Chairman, this program is considered to be a vital one by many communities all across our Nation, yet it is one which has been under continual attack by one Administration after another.

I am not here to recommend any specific dollar amount for this program, but to respectfully request this Subcommittee to recommend an amount sufficient to fully fund the costs imposed on our Nation's school districts by the presence of the children of federal employees placed within those districts and who not reside on property subject to local taxation. Therefore, I believe that the Section 3(a) entitlement of each district should be fully funded.

Turning to the Section 3(b) subprogram, whose complete elimination is proposed by the Administration, it is my view that the cuts made last year were too severe. Specifically, if funding cannot be restored for the districts which need 3(b) monies, they should not be cut further. The districts

need time to adjust to the new budget situation, and we must recognize that for many of these districts, these funds comprised a major part of their budgets. At the same time, many of these same districts are sustaining cuts in other education programs.

Of the several school districts in my Congressional District which participate in the impacted area program, one is particularly heavily impacted by reason of the fact that not only does it educate many federal students but also that its physical, taxable territory is taken up almost entirely by a military reservation. That district, the Highland Falls - Fort Montgomery Central School District, contains within its borders the United States Military Academy at West Point, which has increased in size significantly since the creation of the district. Because of the extremely limited tax base on which the Highland Falls district can draw support for its schools, it receives, in addition to aid under Section 3, special "land aid" under Section 2 of Public Law 874. I would hope that your Subcommittee could recommend some increase in the Section 2 appropriation, which has been cut each year for the past several years.

The Highland Falls community, known as "Hometown U.S.A." because of its role as the town that greeted the former

American hostages to Iran when they returned to the United States, has a very strong interest in the fate of the impact aid program. I would ask, Mr. Chairman, that a statement prepared by the Highland Falls - Fort Montgomery Central School District, entitled "A Report: Federal Impact on Education in Highland Falls", be included in the Record following my remarks for consideration by the Subcommittee as it deliberates on this matter.

Mr. Chairman, there is no escaping the financial responsibility of the federal government for the education of students who are placed on federal property by the federal government. Your Subcommittee has been a leader in acknowledging that responsibility, despite the reluctance of successive Administrations to do so. I want to thank you and your colleagues for being as generous as you have, given the tremendous pressures under which you operate. But impact aid has been cut from a level of \$758 million in Fiscal Year 1981 to a mere \$456 million last year. Further cuts cannot, in my view, be sustained; and many of last year's cuts should be restored.

Highland Falls-Fort Montgomery Central School District
37 Mountain Avenue
Highland Falls, New York 10928

A Report: Federal Impact on Education
in Highland Falls
April 19, 1982

Board of Education

Inga Quaintance, President
Edward H. Trubenbach, Vice-President
Marion Blake
Rosemary Gannon
Charles A. Hannigan, Sr.
Carol Scott
Henry E. Woodruff

Superintendent of Schools
Bruce H. Crowder

Background

The problem of providing and paying for the education of children of personnel stationed at West Point is not a recent one but rather one that is as old as the education system itself. There have been two critical points in this history and three different solutions to the problem in this century.

During World War I the number of elementary school students from West Point attending Highland Falls schools increased to such an extent that a financial problem was created in the community because of the inability of the Board of Education to impose taxes on the federal property to pay for the education of these children. At that time, the Superintendent and the Board of Education were able to convince the federal authorities that the best solution to the problem would be to have the federal government build and operate its own school on the Post. Thus what is now the Section 6 school at West Point came into being and the problem of that time was solved.

During World War II the increase in personnel stationed at West Point produced another financial problem for the school system, this time because of a substantial increase in the number of high school students. Again the inability to tax the federal property placed an unfair burden on the community, but in this instance the number of high school students was not large enough to justify the operation of a high school on Post. Finally, in the 1948 and 1949 years, the Board of Education was successful in obtaining tuition payments from the Department of Defense for these West Point Students.

The third solution came about with the enactment of the Impact Aid Act (P.L. 874) in 1950, which has up to this time been a more or less long term solution, the more because it has been in place for 30 years and the less because it has required an annual, losing struggle to rejustify the solution to an unchanging, permanent problem.

Student Population

There are currently 1204 students attending school in Highland Falls, of whom 110 are tuition-paying students from Garrison, 210 are Section 3A students from West Point and 353 are Section 3B students. The district is classified as heavily impacted in that 55% of its total student population are federally connected students but only 19% are 3A students.

In 1969 the James I. O'Neill High School was built, particularly to accommodate students from West Point. The school district falls almost three million dollars of bonded indebtedness for the high school.

From the foregoing it is evident that the school problems created by the federal presence are not going to disappear. What is slated to disappear, according to the President's budget proposal, is the money paid in lieu of taxes to compensate the district for the education of West Point students and for the loss of its tax base.

There appears to be serious misunderstanding of the justification for the payments for 3B students. The owner of a business in Highland Falls who is paying school taxes on his business while operating in competition with a similar business at West Point which does not pay school taxes understands the reason for the 3B student funding clearly.

The line graphs on the following pages clearly indicate that projections for the funding of impact aid to the Highland Falls-Fort Montgomery Central Schools are diminishing at a significant rate. Staff reductions have been made in the current school, and in 1982-83 the instructional staff will be cut by 20%. While we will not go out of business, the quality of education in Highland Falls will drop. A reduction in the quality of education is also a diminution of the quality of life for everyone in this community, military and civilian.

Conclusion

Because the funding of impact aid has fallen precipitously, our school district has sought supplemental aid, is considering tuition payments from West Point families sending youngsters to our high school, and is pushing hard for special legislation to cover our losses. There is no way that this community will be able to carry the additional tax burden that the loss of this revenue is bringing to the community.

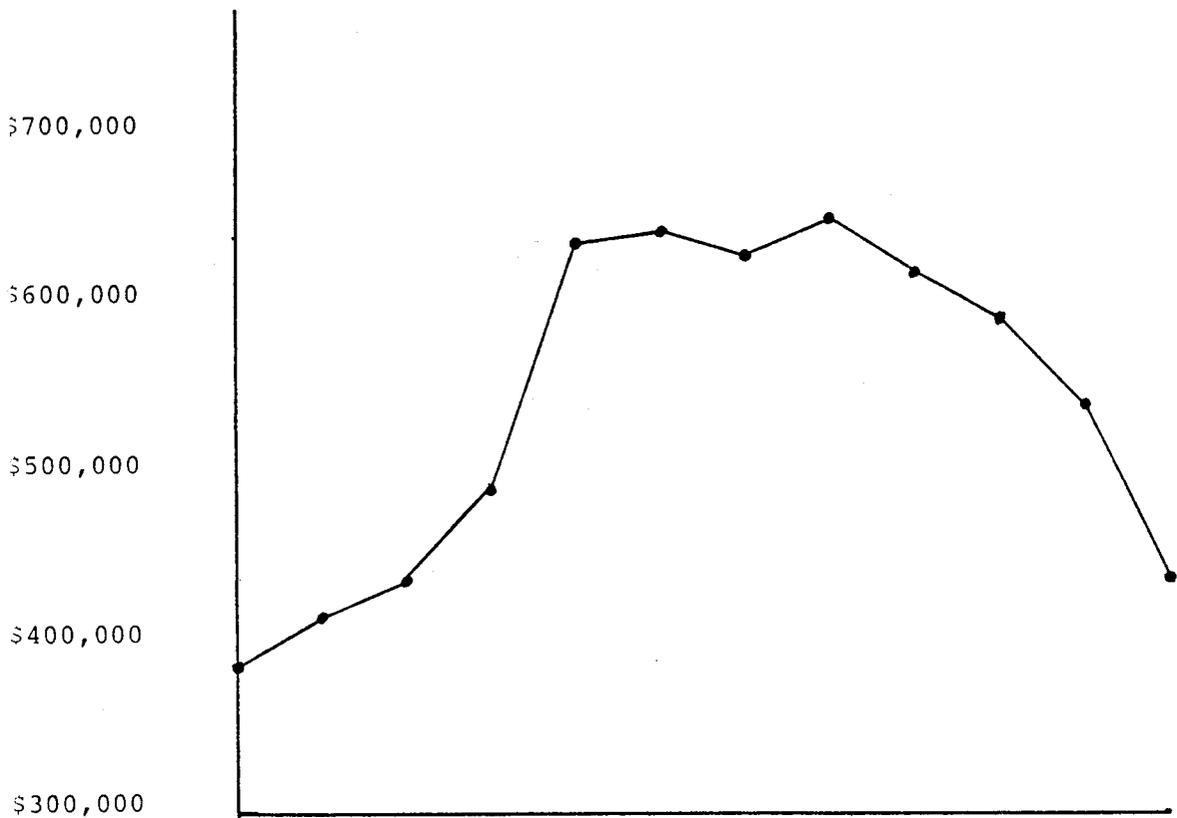
Finally the effects of cutbacks in Impact Aid are creating other problems. The Garrison School District, which sends 110 tuition-paying students to O'Neill High School, is seeking another high school because Garrison does not want to subsidize the students from West Point or send its students to a school district which is not capable of maintaining a quality educational program. Relationship between the community and West Point has deteriorated due to the controversy surrounding the Impact Aid issue. The level of uncertainty under which school managers and Board of Education work to develop a budget is horrendous. The cry from taxpayers is "give us payment for services rendered!"

HIGHLAND FALLS-FORT MONTGOMERY CENTRAL SCHOOLS
 Highland Falls, New York 10928

Line Graph # 1

IMPACT AID PAYMENTS RECEIVED FOR SECTIONS 2 & 3, 1971 - 80

1972 1973 1974 1975 1976 1977 1978 1979 1980 1981 1982 1983

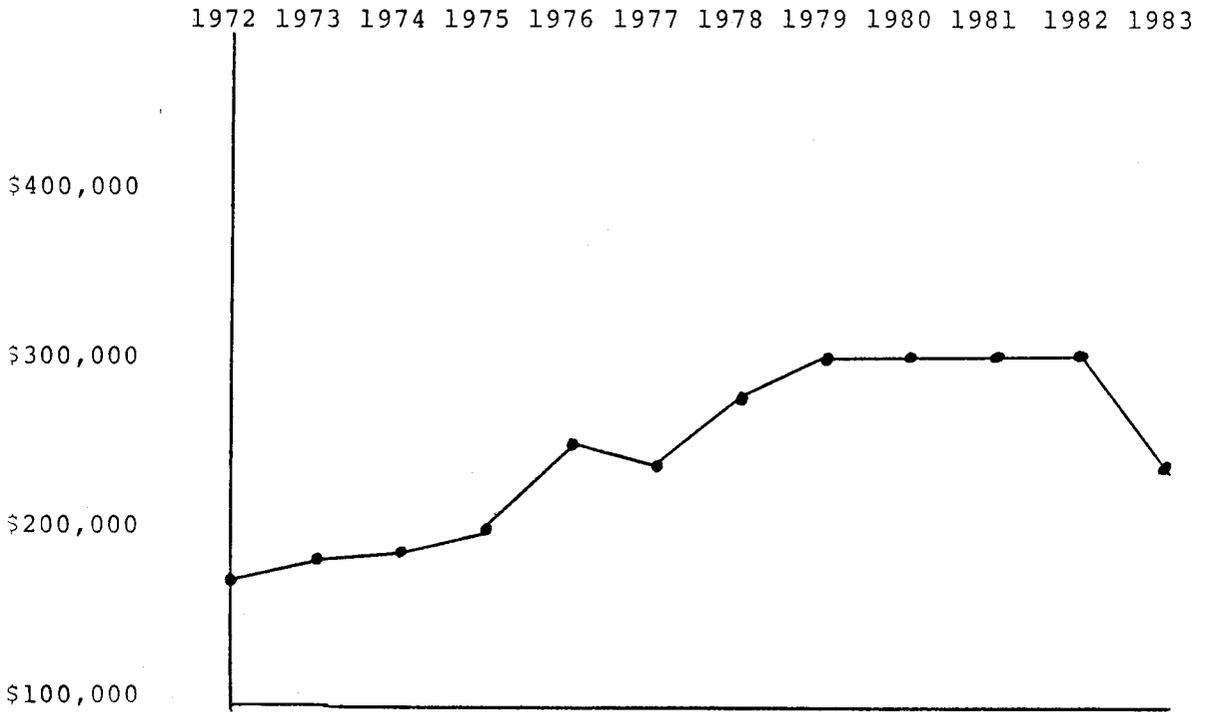


1972 - \$383,655	1976 - 634,268	1980 - 621,257
1973 - 417,566	1977 - 647,547	1981 - 593,538
1974 - 441,729	1978 - 632,879	1982 - 547,508
1975 - 489,896	1979 - 650,349	1983 - 446,200 (Est.)

HIGHLAND FALLS-FORT MONTGOMERY CENTRAL SCHOOLS
 Highland Falls, New York 10928

LINE GRAPH # 2

PAYMENTS RECEIVED FOR SECTION 2 (LAND), 1971 - 80

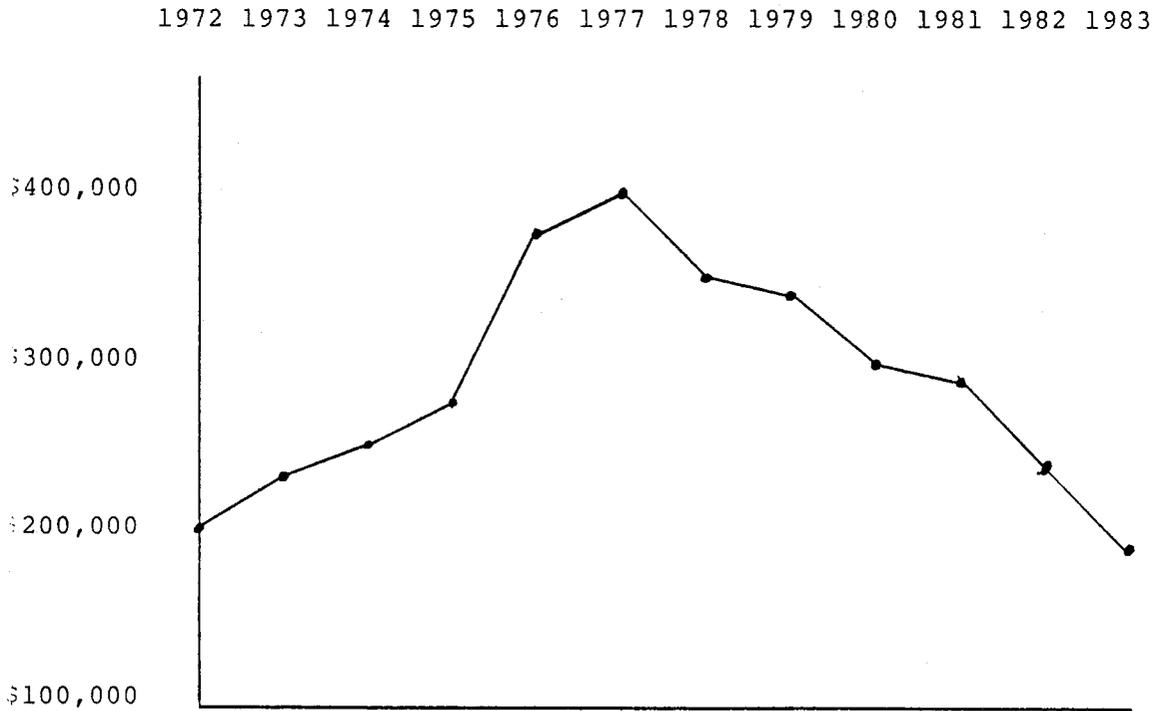


1972 - \$176,226	1976 - \$255,602	1980 - \$304,041
1973 - 181,839	1977 - 244,642	1981 - 302,705
1974 - 187,840	1978 - 280,653	1982 - 302,705
1975 - 204,232	1979 - 304,041	1983 - 242,164 (Est.)

HIGHLAND FALLS-FORT MONTGOMERY CENTRAL SCHOOLS
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LINE GRAPH # 3

PAYMENT RECEIVED FOR SECTION 3 (STUDENTS), 1971 - 80

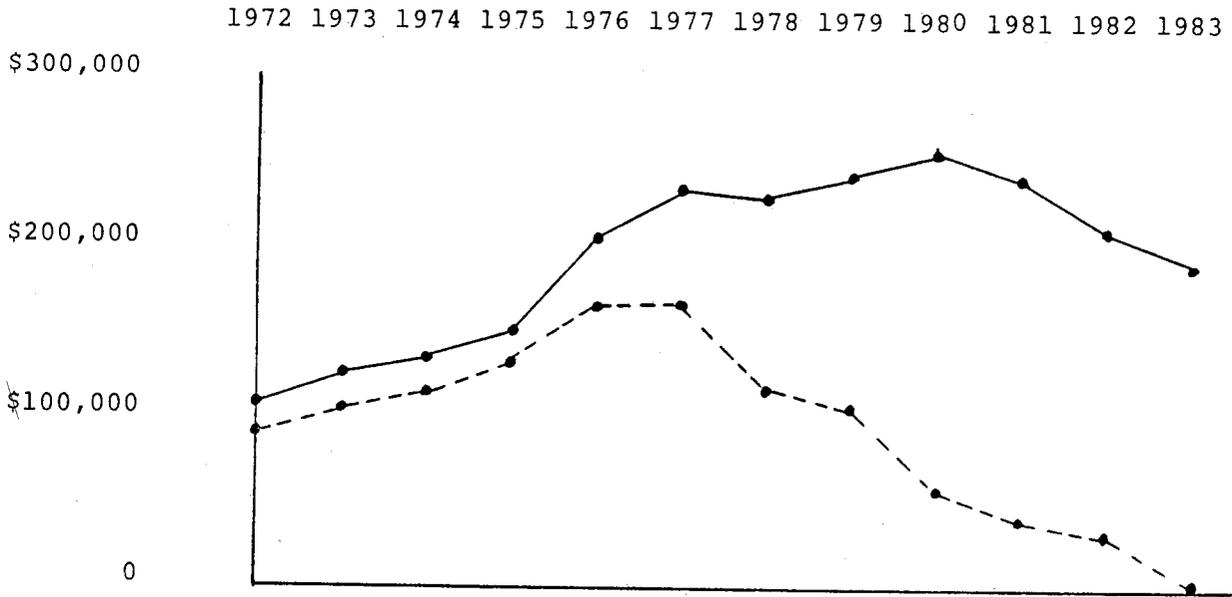


1972 - \$207,430	1976 - \$378,666	1980 - \$301,899
1973 - 235,727	1977 - 402,905	1981 - 290,833
1974 - 253,889	1978 - 352,226	1982 - 244,803
1975 - 285,664	1979 - 346,308	1983 - 195,200 (Est.)

HIGHLAND FALLS-FORT MONTGOMERY CENTRAL SCHOOLS
 Highland Falls, New York 10928

LINE GRAPH # 4

PAYMENTS RECEIVED FOR SECTION 3: A ——— & B - - - - - STUDENTS, 1971-83

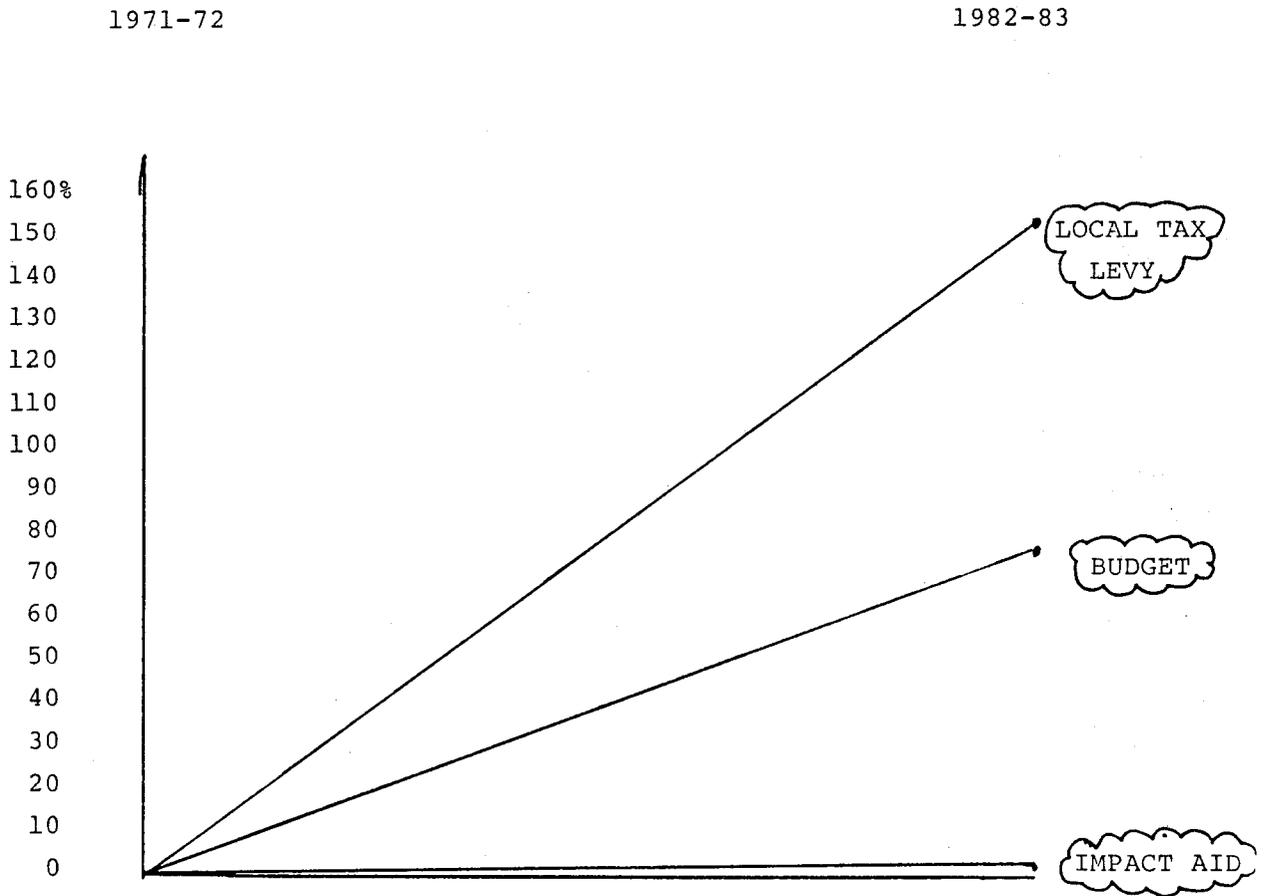


"A"		"B"	
1972 -	\$110,452	\$	96,978
1973 -	126,498		109,229
1974 -	136,847		117,042
1975 -	152,638		133,625
1976 -	211,193		167,473
1977 -	234,099		168,806
1978 -	\$229,814		\$122,412
1979 -	242,202		104,106
1980 -	257,520		59,697
1981 -	245,859		44,973
1982 -	212,422		32,380
1983 -	195,200		-0- (Es)

HIGHLAND FALLS-FORT MONTGOMERY CENTRAL SCHOOLS
 Highland Falls, New York 10928

LINE GRAPH # 5

PERCENTAGE INCREASE OF EDUCATIONAL SUPPORT: 1971-72 - 1982-83



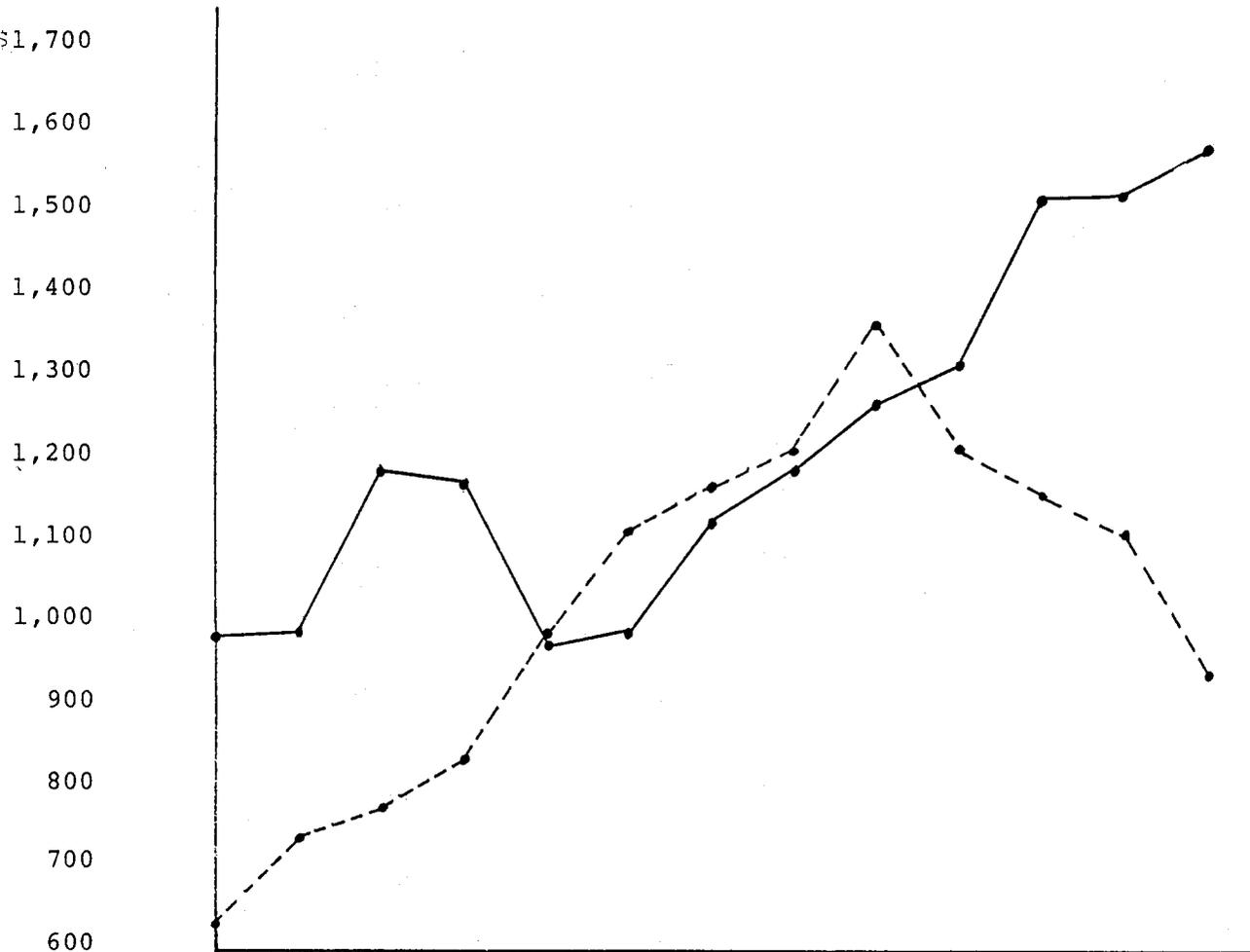
		1982-83	Percent of Increase
\$ 583,291.10	Local Tax Levy	\$1,490,010.00	155%
2,816,868.75	Budget	4,989,000.00	77%
441,250.00	Impact Aid	446,200.00	1.1%

HIGHLAND FALLS-FORT MONTGOMERY CENTRAL SCHOOLS
 Highland Falls, New York 10928

LINE GRAPH # 6

P. L. 874 AID FOR "A" STUDENTS & DISTRICT TUITION CHARGES, 1971-83

1971 1972 1973 1974 1975 1976 1977 1978 1979 1980 1981 1982 1983



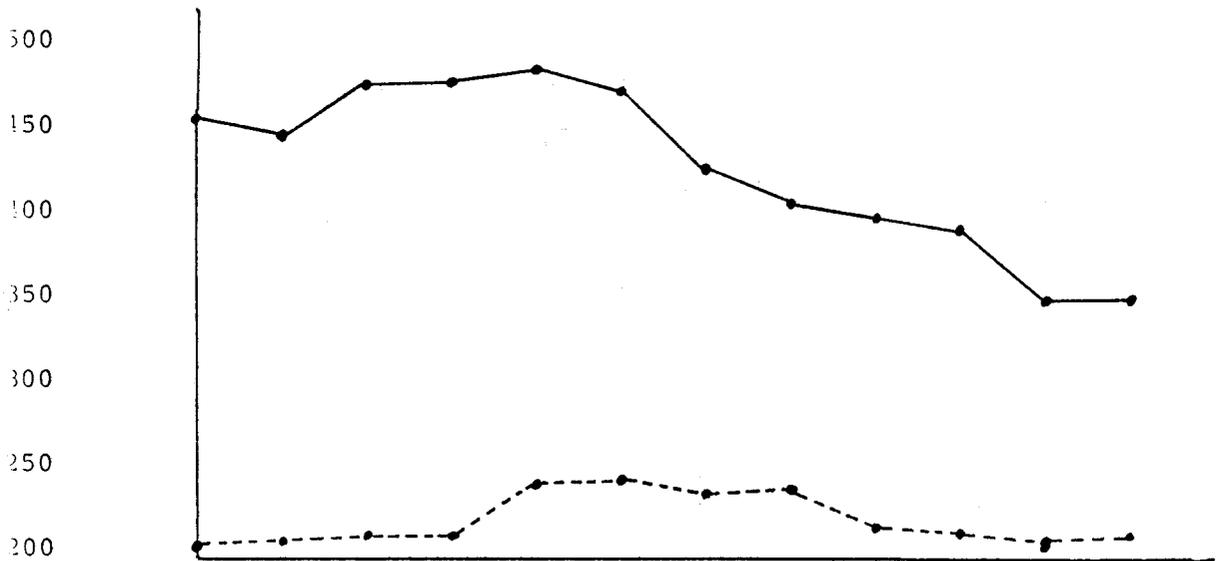
"A" AID	-----	TUITION	-----	"A" AID	-----	TUITION-	-----
1971	\$ 632.60	\$ 982.26		1977	\$1,163.89	\$1,134.50	
1972	743.67	984.81		1978	1,206.96	1,193.04	
1973	771.84	1,187.00		1979	1,354.67	1,268.95	
1974	844.66	1,165.90		1980	1,214.00	1,319.88	
1975	981.99	969.34		1981	1,205.00	1,530.00	
1976	1,108.19	988.62		1982	1,011.00	1,530.00	
				1983	929.00	1,580.00	(Est.)

HIGHLAND FALLS-FORT MONTGOMERY CENTRAL SCHOOLS
 Highland Falls, New York 10928

LINE GRAPH # 7

NUMBER OF SECTION 3 STUDENTS, 1971-82

1971 1972 1973 1974 1975 1976 1977 1978 1979 1980 1981 1982



	STUDENTS		STUDENTS	
	"A" -----	"B" _____		
1971	201	458	1977	236
1972	208	450	1978	236
1973	211	480	1979	222
1974	212	480	1980	212
1975	244	491	1981	204
1976	249	476	1982	210
				433
				414
				402
				397
				353
				353

HIGHLAND FALLS-FORT MONTGOMERY CENTRAL SCHOOLS
 Highland Falls, New York 10928

LINE GRAPH # 8

FIVE YEAR COMPARISON OF TRUE TAX RATES, 1977-78 THRU 1981-82
ORANGE COUNTY



NUMBER OF SCHOOL DISTRICTS - 15

	1977	1978	1979	1980	1981	
\$18.73	18.49	18.36	20.85	24.19		HIGHLAND FALLS-FT. MONT.
24.39	23.06	24.43	23.15	24.31		HIGH TAX RATE
18.49	18.36	18.64	20.14	19.81		MEDIAN TAX RATE
13.82	12.48	14.64	14.97	13.75		LOW TAX RATE

SUMMARIZED MINUTES
1982 USMA BOARD OF VISITORS
SUMMER MEETING
JULY 28-30, 1982, WEST POINT, NEW YORK

1. Academy Orientation. The Summer Meeting of the Board of Visitors began with the Command Briefing at 2:00 p.m. on July 28, 1982 in the Superintendent's Conference Room. Members present for this session included Judge Low, Judge Lemmond and Mr. Slease. The Executive Secretary, Colonel Tillar, was present. Mr. White represented Senator Nunn; Mr. Patterson represented Senator Roth, Miss Long represented Representative Ginn and Mr. Mims represented Representative Dixon. Lieutenant Colonel Sims and Major Schon representing Department of the Army and Chief of Legislative Liaison respectively were also present. At the conclusion of the Command Briefing, the Board departed on a tour of the Military Academy for the remainder of the afternoon. The Members and surrogates visited cadet barracks areas including the restored rooms in the First Division, the Cadet Gymnasium, the Field House, Eisenhower Hall, the Cadet Chapel, and Smith Rink. The tour also passed by the proposed sites of the Jewish Chapel and the Multipurpose Sports and Physical Development Center. Due to adverse weather conditions the helicopter overflight of the military reservation was cancelled. Following the vehicular tour the Board and surrogates adjourned to the Hotel Thayer. Mrs. Hufstedler and Mr. Lasker joined the group for dinner hosted by the Superintendent at the Hotel.

2. Cadet Summer Training. The second day of the Summer Meeting began with Judge Lemmond, Mrs. Hufstedler, Mr. Slease and Mr. Patterson observing New Cadets participating in physical training. Following breakfast, the entire group assembled in the Commandant's Conference Room where General Moellering, Commandant of Cadets; Colonel Sloane, Commander of Cadet Basic Training (CBT); and Cadet Butcher, Cadet Commander of CBT Regiment, presented a briefing on the mission and operation of CBT. After the briefing, Board members and surrogates observed New Cadets at the Basic Individual Training (BIT) site, at M16 rifle qualification, and at the Confidence Obstacle Course. Mr. Hamilton, Administrative Assistant to the Secretary of the Army, joined the group at the rifle range. The group then moved to Camp Buckner, assembling in Barth Hall, where Colonel Glabus, Commander of Cadet Field Training (CFT) and Cadet Clough, Cadet Commander of CFT Regiment, briefed on the CFT mission and operations. The Board members and surrogates then went to Okinawa Hall for lunch with members of the yearling (sophomore) class and the CFT cadre. Following lunch, the Board proceeded to field locations to observe the yearlings participating in field artillery and mountaineering training. Mr. Caddell joined the group at the mountaineering site. At the completion of this period the group returned to the Hotel Thayer. Later that evening the Superintendent hosted dinner on the Ferryboat.

3. Board Discussions. On Friday, July 30, 1982, the Board convened in the Thayer Awards Room, Building 600, for discussion of several agenda items. Members present included the Chairman, Judge Low; the Vice Chairman, Judge Lemmond; Mrs. Hufstedler; Mr. Caddell; Mr. Lasker and Mr. Slease. Members

represented included Senator Nunn (Mr. White), Senator Roth (Mr. Patterson), Representative Ginn (Miss Long) and Representative Dixon (Mr. Mims). The Executive Secretary, Colonel Tillar, was present. Also in attendance were the Superintendent, Lieutenant General Scott; the Dean, Brigadier General Smith; the Commandant, Brigadier General Moellering; Mr. Milton Hamilton, Administrative Assistant to the Secretary of the Army; Lieutenant Colonel Sims representing the Army staff; and Major Schon from the Office of the Chief of Legislative Liaison.

a. Preparation of Graduates to Meet Initial Leadership Challenges. This briefing and discussion responded to concerns raised by the 1981 Board about the Academy's efforts in preparation of its graduates to meet the challenges faced by new lieutenants, particularly in the areas of dealing with noncommissioned officers, junior enlisted personnel, and drug and alcohol abuse. This discussion was initiated by the Commandant, General Moellering, followed by a series of five mini-briefings. Major Hofstetter from the Department of Military Instruction (DMI) presented an overview of leadership development which included: the four-year military training program; identification of cadet leadership opportunities during the summer and academic year, highlighting the participation of Regular Army noncommissioned officers within the Corps of Cadets and during summer training; a discussion of Cadet Military Specialty Training (CMST), Cadet Troop Leadership Training (CTLT) and the Drill Cadet Program (DCP); and preparation of First Class cadets for their leadership of Cadet Basic Training (for new freshmen) and Cadet Field Training (for new sophomores). Of note in this presentation were the opportunities for cadets to practice leadership both within the Corps of Cadets and in the active Army (CTLT and DCP). The presentation also highlighted efforts of the Academy to provide additional opportunities for cadet interaction with noncommissioned officers (one Tactical NCO per cadet battalion, NCO instructors in DMI, a Tactical NCO in each company in CBT and CFT, and DCP) and junior enlisted soldiers (in CTLT and as instructors in CFT). Discussion following this presentation centered on other opportunities for cadets to reflect on their experiences, for original thought by cadets, and on cultural opportunities for cadets to complement their military training. Next followed a briefing by Captain Dyne, from the staff of the Commandant, which reviewed leadership opportunities within the Corps of Cadets, the cadet leadership assessment system and leadership opportunities for women in the Corps. Subsequent discussion disclosed that women have proportionate leadership opportunities and have held command positions as high as Cadet Battalion Commander and staff positions as high as Cadet Brigade Executive Officer. This presentation was followed by a briefing by Captain McGuckin of DMI on the Alcohol and Drug Abuse Education Program for the Corps of Cadets. This presentation outlined the formal instruction received by cadets (one hour per semester) and the role of the Cadet Alcohol and Drug Dependency Intervention Council (ADDIC). The ADDIC program includes at least one trained cadet counsellor in each cadet company. Congressman Gilman arrived during the presentation. During subsequent discussion, Mr. Gilman emphasized the need for strong rapport between junior officers and their enlisted soldiers and the requirement for follow-on counselling of soldiers by officers in their chain of command.

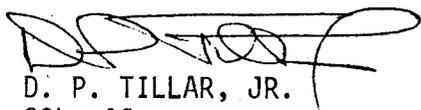
Mr. Gilman expressed his hope that the Academy is stressing these points. Colonel Dice, Deputy Director of DMI, next presented a brief overview of ongoing efforts by the Academy's Duty Concept Working Group. This Group was formed to develop a plan to heighten the cadet sense of duty and to coordinate participation by all elements of the Academy in aiding the development of a strong cadet duty concept. The concluding presentation of this session was given by Colonel Prince, Head of the Department of Behavioral Sciences and Leadership who is also Chairman of the Academy's Leadership Development Committee. Colonel Prince briefly reported on the status of his committee's efforts to analyze, in a systematic fashion, the Academy's leadership development program. Chairman Low expressed the Board's desire for a follow-on briefing by Colonel Prince at the fall meeting of the Board.

b. Update on Impact Aid. This agenda item responded to the request of the Board at its organizational meeting to be kept abreast of developments in this area. The 1981 Board had discussed this topic extensively and recommended that the Department of Defense (DOD) assume responsibility for funding educational costs of military dependents attending local schools. Lieutenant Colonel O'Donnell, the West Point Schools Officer, provided the Board with some background and a look at the Highland Falls/Fort Montgomery School District Impact Aid estimates for Fiscal Years 1982 and 1983. Colonel O'Donnell expressed two primary concerns of West Point parents: the potential of being charged tuition for their children attending the local high school and the impact on the quality of education as additional cuts are made in the high school budget. There followed a lengthy discussion during which the Board reiterated its position that the DOD should assist in this area. Congressman Gilman presented a resolution "that the Board of Visitors request the Department of Defense to review the Impact Aid formula, with the objective of devising a new formula that would provide assistance to military institutions that are severely impacted as a result of the current budgetary reduction in impact aid." The motion was seconded by acclamation. In the discussion that followed, Chairman Low recognized Dr. Crowder, Superintendent of the Highland Falls/Fort Montgomery School District. Dr. Crowder was able to clarify several points of interest to the Board. Dr. Crowder introduced Mrs. Gannon, recently elected President of the School Board, who read a prepared statement to the Board of Visitors (attached). There being a quorum of seven members of the Board present, Chairman Low called for a vote on the motion; it carried by voice vote. Chairman Low asked Mr. Hamilton if he would convey the Board's resolution to DOD. Mr. Hamilton answered in the affirmative. Chairman Low then asked Mr. Hamilton if he could provide the Board, through the Executive Secretary, with DOD's initial reaction to the resolution shortly (within two weeks). Mr. Hamilton indicated that it would be possible. Mrs. Hufstedler stated her opinion that the longterm solution to this problem would require an amendment to current legislation. Mr. Lasker and Mr. Gilman both suggested that the Academy look to alternatives should "the worse come." Chairman Low expressed his view that the Board would want to include a strong recommendation on this issue in its annual report to the President.

c. USMA Facilities. Following a short break, the Board moved to the Superintendent's Conference Room in Building 600 and received a briefing on the Academy's physical facilities. Mr. Paes from the West Point Engineer's office provided an overview of the Academy's expansion and improvement efforts since 1964. This overview highlighted construction at the Academy, 1964-1973, to accommodate the expansion of the Corps from 2,500 to 4,400 and the as yet unfulfilled requirement for a multipurpose winter sports and physical development facility. Mr. Paes was followed by Lieutenant Colonel Donnithorne from the Dean's office who outlined for the Board the unfulfilled requirements for additional academic and library space generated by curriculum changes since the early 1960s. Next, Mr. Paes briefed the Board on the options developed by the Academy to satisfy this requirement for cadet academic space. Analysis of these options lead to the Academy's conclusion that acquisition of Ladycliff College (closed in the summer of 1980) immediately adjacent to the Academy grounds was the most cost beneficial alternative. As a conclusion to this briefing, Major Raymond from the Engineer's Office briefed the Board on the status of efforts by a private group to fund and construct, with approval of the Secretary of the Army, a Jewish Chapel on the grounds of the Academy. Rabbi Soltes of the West Point Jewish community outlined for the Board the need for this chapel and its positive impact on the West Point scene.

d. Tour of West Point Facilities. Following lunch in the Cadet Mess hosted by the Cadet Basic Training Regiment, the Board was taken on a two-hour tour of Academy academic facilities and Ladycliff College. The purpose of this tour was to reinforce the briefings presented and allow Board members to view the Academy's academic space needs and the solution offered by the proposed purchase of Ladycliff.

4. The Summer Meeting of the 1982 Board of Visitors adjourned at 3:50 p.m., July 30, 1982, on the grounds of Ladycliff College. Seven members and four Congressional staff representatives of members had been present at all or part of the meeting. The Annual Meeting of the Board is scheduled for November, 4, 5 and 6, 1982 at West Point.



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



HARRY A. LOW
Chairman
USMA Board of Visitors

- 2 Incl
- 1. BOV Agenda
- 2. School Board Statement

AGENDA
BOARD OF VISITORS SUMMER MEETING
JULY 28-30, 1982

Wednesday, July 28, 1982

- 1:00 p.m. Command Briefing
- 1:45 p.m. Vehicle Tour of Post
- 4:15 p.m. Helicopter Tour of Reservation
- 5:00 p.m. Free Time
- 7:00 p.m. Dinner at Hotel Thayer

Thursday, July 29, 1982

- 6:00 a.m. Observe Physical Training (optional)
- 7:30 a.m. Breakfast at Hotel Thayer
- 8:15 a.m. Depart Hotel
- 8:30 a.m. Cadet Basic Training Briefing
- 9:00 a.m. Observe Cadet Basic Training
- 11:45 a.m. Cadet Field Training Briefing
- 12:30 p.m. Lunch at Camp Buckner
- 1:30 p.m. Observe Cadet Field Training
- 4:45 p.m. Depart Field Location
- 5:00 p.m. Free Time
- 6:30 p.m. Dinner on Superintendent's Ferryboat

Inclosure 1

Friday, July 30, 1982

7:30 a.m. Breakfast at Hotel Thayer
8:15 a.m. Depart Hotel
8:30 a.m. Discussion of Leadership Preparation
10:45 a.m. Update on Impact Aid
11:15 a.m. Briefing on USMA Facilities
1:00 p.m. Lunch in Washington Hall
2:00 p.m. Tour USMA Facilities
4:00 p.m. Depart West Point

OFFICERS

Rosemary Gannon
PRESIDENT
Marion Blake
VICE-PRESIDENT
Ruthann Baker
DISTRICT CLERK
Elsie M. Barker
TREASURER

BOARD OF EDUCATION

HIGHLAND FALLS - FORT MONTGOMERY CENTRAL SCHOOL DISTRICT
37 MOUNTAIN AVENUE
HIGHLAND FALLS, NEW YORK 10928

MEMBERS

Inga Quaintance
Henry Woodruff
Charles A. Hannigan, Sr.
Carol Scott
Edward H. Trubenbach

July 30, 1982

STATEMENT ON IMPACT AID

TO

WEST POINT BOARD OF VISITORS

Mr. Chairman,

I am Mrs. Rosemary Gannon, President of the Board of Education of the Highland Falls-Fort Montgomery Central School District, and I thank you for this opportunity to speak before the West Point Board of Visitors. The Impact Aid situation for my school system continues to worsen, and I am here to ask for your assistance to correct this injustice.

Although our final Impact Aid payment for FY82 will not be received until September or October, we are now being told it will be substantially less than we had anticipated. Both student and land aid will diminish in FY82. Currently, no formula in the law is being used to calculate Impact Aid. Each appropriation appears to be based on the allocation for the previous year; however, each year a rescission from 10-20% has been applied to the appropriated sum. We have received continuous cutbacks in Impact Aid since FY79, which when graphed show a precipitous decline in funding.

The Section 3A Impact Aid for the West Point students will amount to half their tuition costs in FY82. A combination of student and land aid barely meets the tuition expense for students whose families reside and work at the U. S. Military Academy on West Point.

What has been the impact on our educational system from the reductions in P. L. 874 funds? First of all, we have reduced our instructional staff by 25% since July 1981. Staff reductions have also been implemented in the non-instructional units. Textbooks, supplies, materials and equipment have been reduced by 25% in the new school year. Also, we are struggling to keep the 130 tuition-paying students from Garrison in our high school. The Garrison Board of Education has threatened to send their secondary students to another high school because they are fearful that due to our loss in Impact Aid they will have to subsidize the education of students from West Point. We cannot afford to make further reductions in staffing or resources, nor can we afford to lose the 130 tuition-paying Garrison Students.

It is interesting to note that while the number of 3B students, those whose parents live in the community and work at West Point, diminishes due to subcontracting at the Military Academy, the number of 3A students remained constant over the past decade. At this time there is better than 50% impaction of 3A and 3B students in the school district with 30% impaction of 3A students at the James I. O'Neill High School.

The pressure is squarely upon all of us to find a resolution to this problem. and I do not believe we have a great deal of time. Our taxpayers on the one hand are decrying their exorbitant property tax bills while on the other hand, the families at the Military Academy are demanding an excellent education for their children. A diminished tax base and reduction in federal aid spell disaster for education in our community. This will in turn affect the "quality of life" not only of the residents in the local community but also of the military families who must share in an educational program which will be considerably less than what is provided in other communities.

When my predecessor met with you last year, I believe a recommendation was made by the Board of Visitors to place tuition costs for the students of families residing on West Point as a line item in the Military Academy budget. I should like to know what the disposition of that recommendation is? We on the Board of Education feel that this is the real solution to our problem.

We will continue our fight in the nation's capital. Our efforts alone will not be enough to bring about a just resolution to this problem. With the acknowledgment by the military that its "quality of life" is being threatened and with its support, the likelihood of improving the situation is good. We are asking military families to help us by writing their congressmen. On behalf of my community, and this includes the families on West Point whose children we educate, I implore you to help us find a way to fund fully the costs imposed on my school district by the presence of the children of Federal employees. Anything less will bring about the curtailment of good educational services and the devastation of an excellent high school.

Thank you.

SUMMARIZED MINUTES - ANNUAL MEETING
1982 USMA BOARD OF VISITORS

1. The Annual Meeting of the 1982 USMA Board of Visitors (BCV) was convened by the Chairman, Judge Harry Low, at 9:10 p.m., November 4th, 1982, at the Hotel Thayer, West Point, New York. Members present at the convening of the Board, in addition to the chairman, were Judge Lemmond (Vice Chairman), Mrs. Hufstedler, Mr. Slease and Mr. Lasker. Also present were Mr. Messick representing Senator Roth, Mr. Cunningham representing Senator Weicker and Miss Long representing Congressman Ginn. Observers from Department of the Army included Mr. Hamilton representing the Secretary of the Army and Lieutenant Colonels Sims and Richardson. Colonel Tillar, Executive Secretary and federal representative to the BOV, was present, as was Lieutenant General Scott, Superintendent of the U.S. Military Academy.

2. Organizational Session and Superintendent's Report. The Chairman, Judge Low, presented the proposed agenda for the Annual Meeting to the members present. With minor modification, the agenda was accepted (Inclösure 1). The Chairman then asked for a report on the Academy from the Superintendent. General Scott spoke to the Board on the following topics: the important role of the BOV, the USMA Class of 1986, cadet summer training, cadet attrition trends, efforts by USMA to acquire Ladycliff College, the West Point Jewish Chapel project, the status of funding for the proposed Multipurpose Physical Development and Sports Facility, the Impact Aid situation facing West Point and the local school district, contracting for commercial-industrial type activities, key arrivals and departures at West Point, the Cadet Honor Code, athletics, and several recent cadet disciplinary cases. A copy of the Superintendent's Report is maintained in the Office of the Executive Secretary and is contained in the BOV's annual report to the President. During the Superintendent's Report, members of the Board, Mr. Caddell and Congressman Gilman, arrived. A quorum (seven members) was achieved at 9:32 p.m. At the conclusion of the Report there followed a question and answer period during which a number of topics were addressed: evaluation of cadets during summer training (Mrs. Hufstedler); motivational attrition (Judge Low); cadet academic load (Mr. Lasker); a recent WCBS TV program about West Point (Mr. Slease); Academy efforts to assist cadets in prioritizing and managing time (Mrs. Hufstedler); evaluation, attrition, and airborne training failures (Judge Lemmond); plans for the Visitors' Information Center and civilian representation on the faculty (Mr. Gilman). At the conclusion of this session Judge Low urged the Academy to continue to study cadet attrition. This session was concluded at 10:25 p.m.

3. Report of the Leadership Development Conference. The Board reopened its session at 8:30 a.m. on November 5th in the Superintendent's Conference Room. Members present included Low, Lemmond, Hufstedler, Caddell, Lasker and Slease. The Executive Secretary was present, as was Mr. Hamilton,

General Scott, Brigadier General Moellering (Commandant of Cadets), and Lieutenant Colonels Sims and Richardson. Colonel Howard Prince, Chairman of the Leadership Development Committee (formed by General Scott to study the Leadership Development Program at West Point), briefed the members of the BOV on the efforts of his committee. Particular emphasis was placed on the contribution of academic courses and the predominantly military faculty to the leadership development of cadets. Colonel Prince's briefing concluded with identification of weak areas in the leadership development program and solutions thereto which have been implemented or recommended to the Superintendent.

4. Discussion on Optional Academic Majors. Following Colonel Prince's report, the group was joined by Brigadier General Smith, Dean of the Academic Board. General Smith initiated discussions by reviewing curriculum development at the Academy since 1978. The 1978 curriculum was outlined, fields of study included therein were identified and disadvantages cited. These disadvantages included: "long courses" which required more than three attendances per week ("star days"), a math-science-engineering (MSE) sequence of courses too weak for MSE concentrators but unnecessarily demanding for humanities-public affairs (HPA) concentrators, and the lack of accreditation by the Accrediting Board for Engineering and Technology (ABET). General Smith next reviewed efforts to address these disadvantages, culminating in the revised curriculum adopted by the Academy in 1981. This curriculum will satisfy ABET requirements and, with minor variation, will allow the Academy to offer to selected cadets the opportunity to pursue an academic disciplinary major (presently 16 are identified) as an adjunct to the core curriculum which forms their professional major. The Dean outlined reasons the Academy believes the optional majors program is desirable. Several members of the Board expressed their support for this modest effort by the Academy to attract high caliber students, recognize cadet achievement, stimulate academic excellence, and respond to increased specialization in the Army.

5. Visit to Academic Departments. Following discussion of the optional majors proposal, each BOV member and staff representative present visited academic departments and attended cadet classes for the remainder of the morning.

6. Members of the Board lunched with cadets either in the Cadet Mess or at the weekly quarterback luncheon held at the West Point Officers' Club. Congressman Ginn arrived at West Point during this time and joined the group.

7. Day in the Life of a Cadet. Following lunch, the Board moved to Cullum Hall and viewed the audiovisual presentation, "Day in the Life of a Cadet." This short multimedia presentation was displayed at the recent convention of the Association of the United States Army. Several suggestions were made by BOV members as to ways to employ this presentation in recruiting and public information efforts of the Academy.

8. Discussions on Excellence in Athletics. Returning to the Superintendent's Conference Room, the Board members were briefed by Mr. Carl Ullrich, Director of Intercollegiate Athletics at West Point. Mr. Ullrich's briefing covered the importance of athletics at West Point, the importance of a winning image for cadet teams, the definition of athletic excellence as viewed by the USMA, goals which have been established for the athletic program at the Academy, and operations of the Army Athletic Association. Discussion which followed Mr. Ullrich's briefing centered on the football team's schedule and the desired level of commitment to football by the institution.

9. Appointment of an Interim Chairman. At the conclusion of the discussion on athletics, Judge Low brought to the attention of the Board that both his term and that of the Vice Chairman of the BOV will expire on 31 December 1982. Judge Low pointed out that this means the Board will be without elected leadership from the date he and Judge Lemmond leave the BOV until the organizational meeting in the spring of 1983 when a new Chairman and Vice Chairman are elected. To provide leadership during this period, Judge Low asked for approval of appointment of Mrs. Shirley Hufstedler as interim Chair to serve until a new Chairman is elected. A motion to this effect was made and seconded. There being a quorum present, Judge Low called for a vote. The motion was passed unanimously. This session adjourned at approximately 3:00 p.m.

10. Executive Committee Meeting. Following the Board session, members of the Executive Committee present (Low, Lemmond, Hufstedler, Lasker) met in the Office of the Executive Secretary. During this meeting draft conclusions and recommendations were developed for presentation to the Board the following morning. This executive committee meeting adjourned at 5:50 p.m. Mrs. Hufstedler departed West Point.

11. 1982 BOV Report Conclusions and Recommendations. Members of the Board reassembled at 8:00 a.m. on November 6th, in the West Point Room of the Cadet Library to consider the conclusions and recommendations drafted by the Executive Committee. Members present were Low, Lemmond, Caddell, Lasker and Slease. Congressman Ginn had departed at 6:00 a.m. Mr. Gilman joined the group at approximately 9:00 a.m. A quorum (seven members) was not present; however three additional members were represented by staff (Senator Roth by Mr. Messick, Senator Weicker by Mr. Cunningham, Congressman Ginn by Miss Long). Generals Scott, Smith and Moellering were present as was Mr. Hamilton and Lieutenant Colonels Sims and Richardson. The Executive Secretary was present. The General Conclusions for the 1982 report were discussed and accepted. There not being a quorum present, the following specific recommendations were considered and adopted by consensus of the members and congressional staff representatives present:

a. Preparation of Graduates to Meet Initial Leadership Challenges. The Academy should continue to explore means to use academic course materials as a method to enhance leadership training. The Board encourages continued

recruitment of qualified minority men and women for the faculty to serve as role models and as resource persons for leadership training. We recommend continuing the review of the leadership development program. Efforts should be continued to evaluate and improve the cadet summer training experience as a component of leadership training.

b. Optional Academic Majors. That Department of the Army approve the Academy's recommendations for an optional majors program at West Point.

c. Excellence in Athletics. That, in addition to competition with the other service academies, the Academy seek nationwide athletic competition that provides opportunities for parity (comparable skills and talents) as well as excellence.

d. Facilities.

(1) That lease of the Ladycliff property, with option to buy, be promptly consummated.

(2) That the acquisition of Ladycliff be fully funded in the FY 1984 budget.

(3) That the full funds of \$17.96 million previously appropriated for the Multipurpose Physical Development and Sports Facility be promptly released by OMB.

e. Attrition. That the 1982 Board of Visitors review the Academy's efforts in this area.

At this point the Board took a brief recess. During the recess, the BOV was joined by representatives of the Highland Falls-Fort Montgomery School District. When the Board reassembled, Judge Low recognized Mrs. Rosemary Gannon, President of the Highland Falls-Fort Montgomery Board of Education. Mrs. Gannon addressed the BOV; a copy of her remarks and allied documents are at Inclosure 2. Judge Low next recognized Dr. Crowder, Superintendent of Schools. Dr. Crowder spoke briefly and amplified the material at Inclosure 2. The Board then adopted the following recommendation:

f. Impact Aid. That prompt resolution of this problem confronting the local school district be obtained through cooperative efforts of the Departments of Education and Defense. The Board strongly supports Secretary Bell's effort to resolve the immediate need but further recommends a long range plan, to include consideration of a Section 6 PL 874 contractual arrangement, be developed to fully resolve the West Point and Highland Falls-Fort Montgomery impact aid issue.

12. Congressman Gilman advised the Board that, because of redistricting, the Academy no longer falls within his Congressional District. Mr. Gilman stated that, if not appointed to the BOV, he would continue to "serve in spirit" and would always be ready to assist the Board. Members of the Board present joined the Chairman in thanking Mr. Gilman for his outstanding support and regular attendance at Board meetings.

13. The Superintendent, General Scott, at the conclusion of this meeting, acknowledged with appropriate remarks and ceremony the distinguished three years of service of the Chairman, Judge Low, and Vice Chairman, Judge Lemmond. Members of the Board present joined in thanking these two individuals for their continuing support and recent leadership of the BOV.

14. There being no further business before the Board, the Annual Meeting was adjourned at 10:00 a.m. on Saturday, November 6th, 1982.



HARRY W. LOW
Chairman
USMA Board of Visitors



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

- 2 Incl
- 1. Agenda
- 2. Remarks

AGENDA
BOARD OF VISITORS ANNUAL MEETING
NOVEMBER 4-6, 1982

Thursday, November 4, 1982

- 8:00 a.m.- 6:00 p.m. BOV Members Arrive
- 6:00- 8:00 p.m. Cocktails and Dinner at Hotel Thayer
(dress informal)
- 8:00-10:00 p.m. Board Discussions at Hotel Thayer
.Agenda
.Superintendent's Report

Friday, November 5, 1982

- 7:30- 8:15 a.m. Breakfast at Hotel Thayer
- 8:30- 9:30 a.m. Report of the Leadership Development Committee
(Superintendent's Conference Room)
- 9:30- 9:50 a.m. Coffee Break
- 9:50-10:30 a.m. Discussion on Optional Academic Majors
(Superintendent's Conference Room)
- 10:30-12:00 a.m. Visit Academic Departments
- 12:20- 1:00 p.m. Lunch in Washington Hall
- 1:05- 1:20 p.m. View "Day in the Life of a Cadet"
- 1:30- 3:30 p.m. Discussions on Excellence in Athletics
(Superintendent's Conference Room)
- 3:30- 5:30 p.m. Executive Committee Meeting (Rm 213, Bldg. 600)
- 7:00- 9:00 p.m. Cocktails and Dinner at Train Station
(dress informal)
- 9:00 Executive Committee Meeting (continued if required)

Inclosure 1

Saturday, November 6, 1982

7:00- 7:45 a.m.	Breakfast at Hotel Thayer
8:00-10:30 a.m.	1982 BOV Report Conclusions and Recommendations (West Point Room - USMA Library)
11:00-11:30 a.m.	Parade
11:30 a.m.- 1:10 p.m.	Superintendent's Quarters and Washington Hall
1:30- 4:30 p.m.	Michie Stadium
5:00	BOV Members Departure

BOARD OF EDUCATION

HIGHLAND FALLS - FORT MONTGOMERY CENTRAL SCHOOL DISTRICT
37 MOUNTAIN AVENUE
HIGHLAND FALLS, NEW YORK 10928

OFFICERS

PRESIDENT
Rosemary Gannon
VICE-PRESIDENT
Marion Blake
DISTRICT CLERK
RuthAnn Baker
TREASURER
Elsie M. Barker

MEMBERS

Charles A. Hannigan, Sr.
Inga Quaintance
Carol Scott
Edward H. Trubenbach
Henry Woodruff

November 6, 1982

Dear Chairman Low and Members of the Board of Visitors:

I am Rosemary Gannon, President of the Highland Falls-Fort Montgomery Board of Education. First of all, let me thank you for this opportunity to address you once again regarding the dilemma which reductions in Impact Aid have brought to my school district.

As you realize, we the members of the Board of Education have employed considerable restraint in our attempts to resolve our revenue problem. On August 17 a motion was passed which would bar attendance of students from West Point if Impact Aid did not cover their tuition. On September 21 the motion was amended so that October 31 became a new deadline at which time the Board of Education would decide on a plan to charge families on West Point tuition for the education of their children at O'Neill High School. On October 12 the Board finally passed a tuition plan which would take effect on November 1 if no federal assistance were forthcoming. Last evening the Board rescinded its tuition plan at the request of the Secretary of Education, Dr. Terrell Bell. Secretary Bell has asked that he be given until December 15 to seek ways to ameliorate our financial dilemma. It would be an understatement to say that our public is not pleased with our decision.

It is difficult for us to understand the thinking of the Federal Government which on the one hand desires a strong military, and on the other hand neglects the fundamental needs of military families. As we in the local community lose federal revenue for the support of education, every child in our school system suffers. Should the Impact Aid funding level stay where it is or drop, it will be difficult, if not impossible, to maintain a secondary school program as we now know it.

Therefore, I have two recommendation for you to consider:

1. To assist us in our drive to obtain an extension of the existing Section 6 contractual arrangement to include a line item for the education of the students in grades 9-12 in the local school district

INCL 2

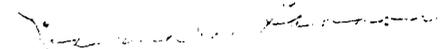
at a per pupil rate as established in the state recommended formula for computing non-resident student tuition.

2. To support a move to place a line item in the USMA budget which would cover the cost of educating students from West Point in the local high school. Such cost would be that figure which is established after both state and federal student aid have been taken into consideration.

Our secondary school program may have to be dissolved at the end of the school year if we cannot find public support for our school budget, or if the Garrison School District chooses not to stay with us for fear we will not be able to provide quality education. We walk a tight rope as we attempt to meet the needs of each community which sends students to our high school. Your help is sorely needed, not as individuals but as a body. Please support the two recommendations listed above in the hope that one or the other will provide a lasting solution.

Thank you again for being so gracious as to have this item on your agenda.

Cordially,



Rosemary Gannon
President

cc: Members, Board of Education

CENTRAL ADMINISTRATIVE OFFICE

HIGHLAND FALLS—FORT MONTGOMERY CENTRAL SCHOOL DISTRICT
37 MOUNTAIN AVENUE
HIGHLAND FALLS, NEW YORK 10928

SUPERINTENDENT OF SCHOOLS

Dr. Bruce H. Crowder
914-446-9575

SECRETARY/ADMINISTRATIVE ASSISTANT

Mr. Frederick O Dell

SCHOOL BUSINESS MANAGER

Mrs. Roberta J. Puglio
914-446-4738

November 3, 1982

P. L. 874 FACT SHEET

The following information relates to the problem which the local school district is experiencing due to reductions in P. L. 874 funding since FY'80. During this ordeal the Board of Education has demonstrated remarkable restraint as it explored all possible avenues to deal with the problem. As of November 1, 1982, the Board is compelled to obtain lost revenue through tuition charges from families who reside and work at the United States Military Academy on West Point and whose children attend the local secondary school. As a last resort,

The Community

- *93% loss of taxable property due primarily to USMA expansion
- *Last hope for expansion of tax base will be lost when Lady Cliff College property is purchased by USMA
- *Community has highest property tax rate on true value in Orange County
- *True property value behind each student is \$42,149.00 while New York State average is \$78,600.00
- *Income per student is \$22,000.00 while New York State average is \$29,600.00
- *Loss of jobs to community residents due to subcontracting at USMA
- *Community has a 20% minority population
- *Large percentage of taxpayers are retirees and live on fixed incomes

The School District

- *\$3,000,000.00 debt on James I. O'Neill High School which was built to accommodate USMA expansion in 1969
- *High School roof needs to be replaced, track repaired, baseball diamond constructed, and internal building maintenance.
- *Reduced teaching staff 25% when comparing current year with 1981-82
- *10% reduction in support staff
- *25% reduction in equipment, supplies, materials, and textbooks
- *Current per pupil cost is \$300.00 below New York State average

- *In '79 Impact Aid 20% of budget, now 5%
- *Section 2 P. L. 874 aid cut 52% in FY'82
- *Currently facing a budget deficit of \$150,000.00
- *Students from families on West Point sense a degree of humiliation and second-class citizen status

Feared Consequences

- *Increased animosity between local community and USMA
- *Taxpayer revolt prompted by CLOUT (organized action group)
- *Defeat of local school budget(s) which would place the school district on a contingency budget
- *Further reductions in staffing, program offerings, etc.
- *Loss of comprehensive educational program
- *Loss of 115 tuition-paying students from the Town of Garrison who attend the James I. O'Neill High School (support for the relocation of the Garrison students in the Croton School District is underway)
- *Base of community support will grow to pull out local students in the James I. O'Neill High School and educate them in another building in the school district or send them to another school district on a tuition basis
- *Breakdown of the James I. O'Neill High School
- *Significant loss of quality education for all and a loss of quality of life
- *Possible permanent hostility toward USMA by local community

Possible Resolutions

1. Extend the existing Section 6 contractual arrangement so that it would include secondary students (such a contract would cover the cost the local school district must bear beyond State Aid for the education of each non-resident student)
2. Permit USMA to contract the education of its secondary school students with the local school district (such cost to be calculated by using the non-resident tuition formula recommended by the New York State Education Department)
3. Increase P. L. 874 funding to the FY'79 level
4. Take the matter to court.

At this moment the James I. O'Neill High School provides an excellent educational and social milieu for the students from the various communities which make up its student enrollment. The 626 students make the school large enough so that comprehensive programming may be provided. The school has enjoyed a long tradition. To think about the possible dissolution of the James I. O'Neill High School is sad in that any attempt of the local school district to go it on its own would be just as disastrous as it would be for USMA to build a secondary school for 180 students.

BOARD OF EDUCATION

HIGHLAND FALLS - FORT MONTGOMERY CENTRAL SCHOOL DISTRICT

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Inga Quaintance

Carol Scott

Edward H. Trubenbach

Henry Woodruff

October 28, 1982

Ms. Anne Brooks
OASD (MR&L)
Pentagon, Room 3D826
Washington, D. C. 20301

Dear Ms. Brooks:

On behalf of the Board of Education of the Highland Falls-Fort Montgomery Central School District, I am requesting a contractual arrangement with the Department of Defense for educational services provided by the local school district to federal dependents whose parents work and reside at the United States Military Academy on West Point. This contract would cover the educational expense for those secondary students from West Point who are enrolled at the James I. O'Neill High School for the 1982-83 school year and thereafter.

Dr. Bruce H. Crowder, our Superintendent of Schools, and I will meet with appropriate officials in the Department of Defense to work on this request immediately.

Thank you for your consideration in this matter. I await your reply.

Cordially,



(Mrs.) Rosemary Gannon
President

cc: Members, Board of Education
Dr. Bruce H. Crowder, Superintendent
Attorney Alan Gebell



THE SECRETARY
WASHINGTON, D.C. 20202

November 3, 1982

Dr. Bruce H. Crowder
Superintendent of Schools
Highland Falls-Fort Montgomery
Central School District
37 Mountain Avenue
Highland Falls, New York 90228

Dear Dr. Crowder:

I believe that we have found a number of areas in our meeting this afternoon which we would like to re-examine and which may offer the possibility of some relief in the impact aid funding for the Highland Falls-Fort Montgomery Central School District.

We will need time to explore these possibilities and it would be helpful if the school district could defer the date of payment for tuition charges on West Point military dependents until at least December 15, 1982.

I hope that we will be able to find an administrative solution to this problem.

Sincerely,

A handwritten signature in black ink, appearing to read "T. H. Bell", written over a horizontal line.

T. H. Bell

BOARD OF EDUCATION

HIGHLAND FALLS - FORT MONTGOMERY CENTRAL SCHOOL DISTRICT

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November 5, 1982

RESOLUTION

Whereas, the President of the Board of Education and the Superintendent of Schools met with Dr. Terrell Bell, Secretary of Education, on Wednesday, November 3, 1982, in Washington, D. C. to discuss the need of the Highland Falls-Fort Montgomery Central School District to receive adequate federal revenue to meet the expense of educating the dependents of federal employees living on the United States Military Academy at West Point, and

Whereas, the Secretary of Education has given his assurance that steps will be taken to seek federal aid for the school district for the education of secondary school students from West Point on or before December 15, 1982,

It is hereby resolved, that the Board of Education rescinds its plan of October 12, 1982, to pursue tuition payments from families at West Point for the education of their children, and

It is further resolved, that all parents at West Point having received tuition bills on or about November 1, 1982, as a result of the Board of Education resolution of October 12, 1982, be instructed by the Superintendent of Schools to disregard the tuition bill and the letter which accompanied it as of this date.


Rosemary Gannon
President

Accepted by the Board of Education on November 5, 1982.



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

April 27, 1982

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 1982 United States Military Academy Board of Visitors.

JUDGE HARRY W. LOW, Chairman, ex officio
JUDGE WILLIAM PARK LEMMOND, JR., Vice Chairman, ex officio
MRS. SHIRLEY HUFSTEDLER, Member
MR. BERNARD J. LASKER, Member
SENATOR SAM NUNN, 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.

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

HARRY W. LOW
Chairman
1982 USMA Board of Visitors

APPENDIX 6

TRANSCRIPTION OF SUPERINTENDENT'S REPORT
TO THE BOARD OF VISITORS
NOVEMBER 4, 1982

Welcome, all of you, back to West Point. We all know that Sylvanus Thayer (Superintendent of the Academy from 1817 to 1833) would periodically be visited by the Board of Visitors, and the Board had the function of examining each of the cadets, particularly the graduating class, to see that they were properly developing towards their graduation.

I think people are concerned, and rightly so, that those of us that are stationed here may get so wrapped up in all the tradition and beauty of West Point that our objectivity may get lost at times. So you're most important in coming back periodically and with your eyes seeing what really is, and telling us things that you think we ought to hear whether we particularly want to or not.

We've got a busy agenda for the next two days, and hopefully we'll get through the topics that you indicated to us when we met in April. I will try and update you on certain selected items.

I have the profile here for the Class of '86. I think that's a good starting point. We'll make sure you have one because the life blood of the Academy is those young people who came in last July 1st. There were 1421 new cadets. They again came up slightly in the indicators that we can measure. I'm not sure that's all the quality indicator we're looking for, but as far as the SAT scores go and ACTs, there was a slight increase in the average of this class.

149 women. We should talk about that a bit. That's too few. There were no special selects for that particular group. But because it's a little bit below the 155 or 160 that we ought to bring in, we do run in to the problem of attrition. By the time of their first class year, we will have less, probably, than we would like to have.

130 black cadets, 152 hispanics. 337 recruited athletes. Good number; that is what we were after, of a higher quality.

310 that we categorized as outstanding leaders. That's a tough category, and I would hate to have to describe to you exactly how we come up with that. It has a lot to do with what the young person did in extracurricular activity, things of that nature.

260 top scholars. There we made a big effort this year. Colonel Manley Rogers identified these young people who had very high candidate scores, particularly in their SAT areas. Each of the department professors and I got about six. We called them individually and talked to them, trying to make sure they understood that they were getting very special strokes because of their high academics.

APPENDIX 7

690 of these young people were high school varsity team captains and 1210 were varsity letter winners. We continued this trend so that we get a very athletically inclined group of young people coming in.

We watched, this summer, the cadet field training, and I think both it and the basic training were successes for the incoming plebes and the yearling classes. The Class of '86 had the lowest attrition in cadet basic training that we've had in 15 years. Now, part of that is because we upped the duration of the hard out period by one week. So it was four weeks in basic training before you were allowed to resign from the Academy. That gives the new cadet an opportunity to get over just the fact that it's different, homesickness, the first time under Academy discipline. You would have thought that we should have started picking up more resignations as we went into reorganization week and first period of the academic year. Hasn't happened. That Class of '86 has stayed down attrition, and it looks like they will beat 20 percent attrition for the plebe year. And if they stay at that trend, we will be down close to what the Department of Army asked me to do, get the four-year class attrition down to about 30 percent. I think a contributor too is that a great deal of effort was put by the Commandant, the regimental tactical officers, all of the tactical officers, all of us here at West Point, to say to the staff and faculty: "Hey, we're coaches. Don't blow the whistle, teach them." I talked to the cadet detail both times on that very point. You can be really far harder--and the first class wants to be hard--by speaking in a soft voice, letting the plebe know this is the standard, we are going to get to the standard, and being able to teach the cadet how he or she gets to the standard. By doing that, I think we got out of some of the things that are counterproductive with the new cadets. Amazingly, I think the upper class detail likewise was impressed that, yes, that is the way you should train young people.

It went very well. Walking through the area the first day that the cadets were here was the most quiet thing I've ever been through.

We had a total of 303 First Class that were out at Camp Buckner. We saw them; they were the ones that were running the rappelling and the ranger courses and all, teaching the yearlings. And there were 599 of the First Class that were involved in new cadet training. It's good training for them as they prepare to be second lieutenants.

The second class went out for cadet advanced training and leadership training. 717 of that new second class went out as, in effect, third lieutenants at 17 continental U.S. installations, plus they went to divisions in Europe, the brigade that's up in Alaska, the great 25th Infantry Division located in Hawaii, the brigade that is in Panama, and for the first time this year we sent them to the Second Infantry Division located in Korea.

There is a program I particularly like, which we upped last year, and are going to up again in numbers this coming year, because it gives the cadet a chance to be close to being a noncommissioned officer. That's the drill cadet program. We had 317 that went out to the eight continental United States training areas--Forts Jackson, Dix, Sill, Knox, Leonard Wood, Bliss, Benning and McClelland. I visited them at Forts Jackson, Dix and Leonard Wood, and they all had a magnificent experience. There is no way in the drill cadet program that cadets don't get a leadership position and don't get a chance to practice what has been taught here. We do now and then, in the third lieutenant role, have a situation where the cadet goes into a unit that can't afford to really give him/her a platoon, and can sometimes get an experience not up to what it should be.

After they have done either cadet troop leadership (3d Lieutenants) or drill cadet, they go to specialty training.

We sent 405 to airborne school. We always have a smaller failure rate than any group that comes in--regular army, marine, ROTC. I'm disappointed that we have any that fail, but we do have a few that do not complete the program. Some are physical and some don't pass the PT test. And that's what disturbs me. I think we will work on that.

124 did air assault training with the 101st; 124 went to Panama jungle training; 77 went to escape and evasion training out at the Air Force Academy, and 57 up to Fort Greeley for northern warfare. 9, males only, went up to Coronado, where they trained with the navy.

88 to flight school. We wanted to send a hundred, but we didn't quite get that many. Flight school, they get their solo wings, parachutists get their parachute wings. The group that graduates these days from the Academy has far more military training as well as academic training than graduates did back in the old days, like 1948.

I mentioned attrition. I think we want to talk about that a little bit. It's part of West Point, I don't think it should be one thing we walk away from. West Point isn't for everyone. We want to focus on efforts to ensure that attrition doesn't get the wrong people. For a number of years now, we've been hitting 37 percent attrition after four years. The Class of 1983 will graduate at about that figure; Classes '84, '85, and '86 will do better than that. I mentioned '86 may even get down to 30. It hasn't happened that we have had less than 20 percent attrition in plebe year since 1970. When you look at special groups, smaller segments within a class, recruited athletes were experiencing a greater attrition. Now they're at the norm of the Corps. Minorities and females, their attrition rate is still higher than the class average. It runs between 45 percent and 50 percent. That's discouraging. When you look at that 37 percent attrition that has recently been the norm, academics take 5 percent. That's not a large attrition rate, particularly compared with

a state university. For conduct, honor and leadership reasons, we eliminate 1 percent over the four years. For things that I would categorize as everything that's left over, another 1 percent. The biggest number, which is the motivational attrition, personal reasons, is 30 percent. Now probably a little less than half of that 30 percent has something to do with academics. It may be the fourth classman is frustrated with the time demands and can't get around to his studies. He no longer is getting A's and he's struggling for his grade and may get discouraged. So there are some academics involved even in those personal reasons. It is in that area of the motivational attrition that we're seeing if we can find ways to reduce, because a number of those cadets, somewhere better than 15 percent, will be cadets that when they leave, the tactical officer will make the entry: "I would support the readmission of this cadet." So he has obviously indicated that we didn't find him of the quality that we would want to see go.

New South Post, formerly known as Ladycliff College; we've been talking about for some time. The effort is to acquire space, and to move out of the central area, where the cadet must go to classes, those things that do not relate to academics. Then convert that space into needed academic space, some library, areas where instructors and cadets can have counseling and tutorial sessions together efficiently. We have now gone through revisions of the lease. The lease has been signed by all parties concerned and is in its final review. Unfortunately a glitch possibly could occur; somebody in OSD in the effort to look for ways to save monies in the '84 budget, will say, "You don't need Ladycliff. Look at it. It's \$100,000 an acre." Now we are not buying a piece of property in the middle of the Mojave Desert, and you shouldn't take the total acreage divided by the total cost and come up with a number that many dollars per acre. This happens to be a unique piece of property. It's adjacent to West Point. And it's not just land, it's X-thousand square feet of useable buildings that will serve the purpose we have. And in the MCA program there exists for West Point an academic building, a visitors' center, a museum, and we say we've got already identified right there a cost savings of \$42,000,000. So somebody I think is counting beans in a very peculiar way, and hopefully we will be able to turn that around because I think the purchase of Ladycliff is a very important step for West Point. If you visit our sister academies and look at the academic facilities, that area has been neglected, and we must be about it. I'm still hopeful, since it has all been signed as far as the leasing goes, we can move on. We've been very forthright with the congressional committees. There is no sense leasing if we don't purchase. That's the whole purpose of the exercise, and that's what we have told everybody. So we must get that squared away.

West Point Jewish Chapel project. That project in reality started in its conception 1966. In 1976 the Secretary of the Army approved the licensing of the document for right of entry. We've been back and forth as they

have been raising funds, and they have just about raised the greatest portion of what was originally \$6.3 million. I think the document generally varies to \$5.5 million, which is the number which was to be in hand. In May, it was proposed by the Fund Committee that we do phased construction. They wanted to start in October. There was a possibility that some of the monies might be in jeopardy if we don't do something this year. We need the chapel. It would be the last. And, as I told the Association of Graduates, after we do that chapel we're going in with a proposal to change the law. We have the three chapels that West Point needs, and we should make sure the law now would no longer have us involved with more. There are three areas of concern right yet, and hopefully they will be resolved. At first it was an adequate fiscal guarantee for the financing of the entire project, so that once we start construction we will get the finished building that we should have. I think that has been resolved. The second problem; the utilities at West Point do not come to the site, and there would be about \$500,000 cost to bring the utilities to site. It was our opinion that the government could not pay that expense, so that has to be resolved. The last one is that the original plan was on the model of the Catholic chapel, which belongs to the Archdiocese in New York and is operated by the Archdiocese of New York; that when completed the Jewish Chapel would be run by a private organization. The Jewish faith does not have an archdiocese such as the Catholic faith, so that the Jewish fund committee was not anxious to be involved in this business. They want to build the chapel, and then they would continue by an annual fund raising to provide monies for the maintenance of the chapel. But it is their desire to offer the chapel as a gift to the Secretary of the Army, and then it would be in effect owned by the government. My personal feeling is I'd rather that step be a year or two years after completion. Let's get the chapel built, make sure it's got all of the construction wrinkles out of it, make sure what the maintenance costs are, get our program in operation of how we raise these yearly funds and then accept it as a gift and proceed on in that manner. So I think that's in a semi-resolved state though some might say it is resolved. I think, then, that the last hurdle is the \$500,000 for the utility package. I'm hopeful that if we don't get the first shovel in November, we will definitely do it by spring.

The other building of great interest to us is the Multipurpose Physical Development and Sports Facility. That building would be located just beyond Howze Field near Michie Stadium. It was originally funded at \$12.2 million in the fiscal 1980 program. The bids were in excess of that. Congress reappropriated \$17.96. OMB has held that money. We just had Secretary Carlucci sign off on that request. General Meyer went up, Harry Walters has been active, and Secretary Marsh has been active. The letter went across to OMB asking that those funds be released because Congress had extended the project authorization until September 30, 1983. New York District is now redesigning a facility so that we will get what we must have, a hockey rink. I hope you've all seen our hockey rink. It

really belongs in the Smithsonian. They ought to put it out on the mall! Those compressors are 51 years old. The piping that keeps the ice frozen is gone. You go out there, you can still see the yellow lines. It's still canvas on this right flank. The goalie last night could not see beyond the blue line because the moisture, being so warm, now is coming through the canvas, and you are just getting all this fog. What was once fairly good ice really is now kind of disgraceful. The design of the new facility will include the possibility of the growth to the basketball court which someday we will get up here.

Impact aid. We did get the tuition notices; \$566.82 per child I think is what the notice calls for to be paid by the 12th of November, second notice on the 18th of November. The Justice Department is poised to get into Court to get the injunction, would have done it Friday. They had a very fine meeting yesterday; Secretary Bell was there with his legal people. Secretary Korb of OSD MRA was there with his legal people. Someone was there out of Harry Walters' shop from the Department of Army. From Highland Falls our Superintendent, Dr. Crowder, and our school board President, Mrs. Gannon, all went down. I think the message that they got from Secretary Bell was that "I want to solve this problem in my office." He had seen the map of what Highland Falls can do. If they lose the hundred students from Garrison, and they certainly will if the funding goes, the quality of education goes down because those students have the option of going to Croton under the same sort of contract. As Secretary Bell said, "If you lose those hundred students, I don't know how you can run your school, either." So he turned to his lawyer and said, "I want a creative effort to properly interpret the law so that we can solve this problem." We're working with him so we can hopefully get this categorization of 3B2D, get the adequate funding to do it. Meanwhile Dr. Crowder got to explain the situation. The New York State representative was here out of Albany. Actually, New York State is fairly unique in its laws, and the request by Dr. Crowder of Highland Falls to come in under a Section 6 school actually is a fairly cheap system. It's cheaper than in 3A and 3B. As far as the government is concerned, it has to come out of the defense budget, which is the problem, as opposed to the education budget. But, nevertheless, that would mean we would contract to see that we educated 175 students from West Point. They evidently convinced Dr. Korb that there is some merit in this because they called the Chief of Staff later. I talked to the Chief this afternoon, and he is looking at that as another possible solution. So Secretary Bell has asked that Highland Falls delay to December 15th on the school board's tuition charges. All this has been handled well by the citizens of Highland Falls, Mrs. Gannon and all. There hasn't been any animosity reflected down to our children. Dr. Crowder will be with us Saturday morning, I believe, because he's aware that in your report there will be some comment. In fact, we have always appreciated the good comments Mrs. Hufstедler has given us about how we go about solving their problem. The Justice Department stands ready if we have to go for the injunction so we would not have to charge the parents of the military.

Thinking of commercial-industrial type activities, contracting out, as we call it in the military, we have had studies that were conducted in 1982. One was for the harborcraft, the three boats that we have that have several missions at West Point. It was retained in-house, but the minute that happens you replace your military personnel with civilians. We are in the process of complying with that. Custodial services was to go out on contract, but due to an appeal process, that has been postponed for a year, so we don't know the ultimate outcome. So they will stay government employees. For the mess hall, the waiters in the Cadet Mess, a conditional award with a tentative takeover of January 5 is out. That's the waiters, not the cooks, in the Mess Hall. So we are getting ready to execute that particular contract. The MP money escort was originally to have been reviewed in fiscal '83. Congress has postponed that particular contracting out for an unknown period of time. We don't know what will be required for fiscal '84. But we don't have too much left other than that, at some point obviously, the Facility Engineers.

Some key people have departed:

General Joe Franklin left for Hawaii. He has been out to the big island, and he's been out to Korea, so he has been busy since he left here. He's enjoying himself thoroughly. General John Moellering is with us tonight. He's doing a super job as Commandant, and Carla, his wife, has just done great things with their house. Our Chief of Staff is with us, Colonel Ernie Cross and his fine wife, Brigitta, who were with us in Germany when he was Chief of Staff to the Third Armored Division. Colonel Harvey Perritt is hard at work in law school. You met the DEH, Colonel Badger, who comes to us with great experience. I don't think he knew what he was walking into from having been a district engineer. I haven't heard from Colonel Ray Eineigl, but he's doing all right in the Far West.

We haven't had any great flux of honor cases. I exercised discretion twice for plebes. We have had only two other cases that have gotten my attention. So I hope business is down. The code still remains healthy. I was talking to the Honor Chairman yesterday. Our Review Committee is busy, and I will get their report in probably in another two months.

In athletics, last week was a super week. You judge that by how many you win. It was super; we won them all. Every event was a victory, and I enjoyed that. Lacrosse this year had a NCAA bid. The new basketball coach I think has impressed everybody. Les Wothke has a lot of enthusiasm, and he runs practice like a real clock. He finishes up on time, and the young people are really showing some pretty good talent. So I think he's going to have a great season there. Football is the biggie. Our record now is four-four. I notice we're the underdogs for the Saturday game by four to six points. Walker's got a bad shoulder. He will play in pain, but he's now got 2574 total yards. So if he makes 103 more he passes to be the No. 2 man. That's Chris Cagle's record. And if he gets 284 more he gets to be the No. 1 man, passing Glenn Davis.

In other disciplinary cases that were of interest to us when you were here, you remember Cadet Phillips, a female cadet who was discharged and was going to be called to active duty. It went to Court. The injunction said take her back in. The Court wanted us to have her graduate. We went and argued against graduation. She ultimately decided that she would settle and drop the whole matter. Since she had completed her academics, the Academic Board did give her a certificate of completion.

We had a cadet get married. It then came to the attention of his classmates and all, and he wrote a letter to me saying would I grant an exception to him and allow him to remain a cadet even though he was married? I think there are many reasons why not, one of which is the cohesion that you build in the companies and battalion. You can't do that as a married cadet; your attention now must be divided, you've got responsibilities. So I recommended that the Secretary of the Army not grant that exception, and Cadet Watts resigned. He is no longer with us. He was called to active duty because he was a first classman, and it is our feeling that, in justice, if you have had a three-year education at the taxpayer's expense there's something you ought to give back to the citizenry.

I'd say those are the highlights, Judge Low. I'm prepared to go into other matters, and have others talk to you about whatever you would like to talk about.

MATERIAL FURNISHED TO THE 1982 BOARD OF VISITORS

1981 Board of Visitors Report

The Annual Report of the Superintendent 1981

Information Paper: Impact Aid

Information Paper: Optional Academic Majors

Information Paper: New South Post (Ladycliff College)

Information Paper: Multipurpose Sport and Physical Development Center

Information Paper: West Point Jewish Chapel Project

Information Paper: Command Operating Budget

Current USMA Catalog

Army Football Press Guide

Rules of the Board of Visitors, September 1979

MADN-2 Memorandum, SUBJECT: Visiting Professors, dated 15 June 1982

Congressman Gilman's Statement Before the Subcommittee on the Departments of Labor, Health and Human Services, and Education of the Committee on Appropriations, dated April 22, 1982.

Congressman Roth's Letter, SUBJECT: Leadership Training for Cadets, dated April 26, 1982.

Admissions Participant Handbook

1982-83 NCAA Guide for the College-Bound Student-Athlete

"Communique Interview: COL Howard T. Prince, II," OE Communique No. 1-1982.

Highland Falls-Ft. Montgomery Central School District Board of Education

"Statement on Impact Aid to West Point Board of Visitors" dated July 30, 1982.