

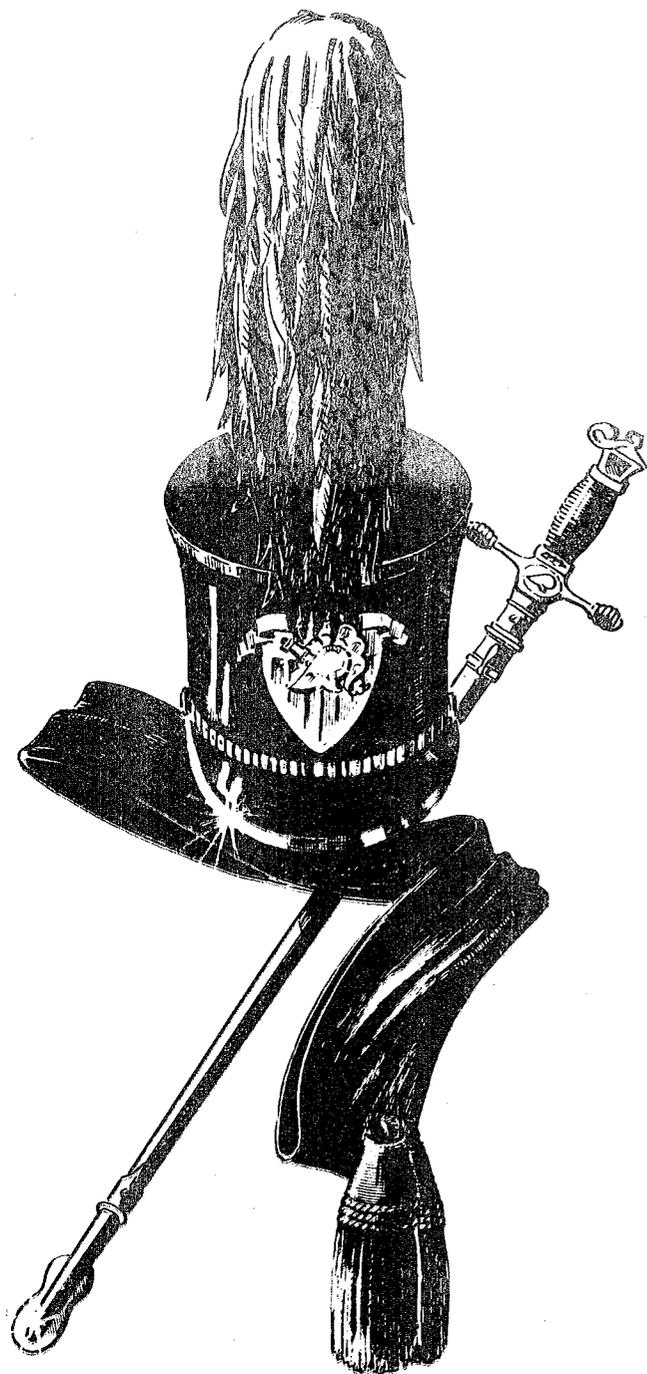
UNITED
STATES
MILITARY
ACADEMY

WEST POINT, NEW YORK

REPORT

of the

BOARD OF VISITORS



DUTY

HONOR

COUNTRY

December 1, 1983

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, 1983

West Point, New York, December 1, 1983

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

William V. Roth, Jr., Delaware

Sam Nunn, Georgia

J. Bennett Johnston, Louisiana

James A. McClure, Idaho

Representatives

Hamilton Fish, Jr., New York

W. G. (Bill) Hefner, North Carolina

Julian C. Dixon, California

Toby Roth, Wisconsin

David O'B. Martin, New York

Presidential Appointees

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).

LTG (Ret) Garrison H. Davidson; Oakland, California
(Appointed in 1983 to service through 1985).

Ms Matilda L. H. Forbes; Mill Valley, California
(Appointed in 1983 to serve through 1985).

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 1983. Two visits were conducted by members of the Board to West Point permitting an optimum exposure to all facets of Academy operations. The visits were preceded by an Organizational Meeting held in Washington, DC to identify areas of interest for the 1983 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 meetings. Additionally, Mr. John O. Marsh, Jr., the Secretary of the Army, addressed the Board. Secretary Marsh urged active participation of all members in Board activities, and extended an invitation to each to observe Reserve Officer Training Corps Summer Camp. The summarized minutes are at Appendix 3. The letter appointing the Executive Committee is at Appendix 4. The session was open.

c. July 23-August 9, West Point, New York. The summer visits were conducted on an individual basis and 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 the curriculum and optional majors, Cadet Disciplinary System, and USMA facilities. The facilities briefing included a visit to the Academy's Multi-Purpose Sports and Physical Development Center, the Jewish Chapel and adjacent Ladycliff College. A summary of these visits is at Appendix 5. All sessions were open.

d. November 2-5, West Point, New York.

(1) The Annual Meeting of the 1983 Board opened with a meeting of the Executive Committee on Wednesday evening, November 2d, 1983, at the Hotel Thayer, West Point, New York. The meeting was called to order by the Chair, Mrs. Hufstedler, at approximately 8:30 p.m. In addition to the Chair, Mr. Caddell and Mr. Slease were present, as was the Executive Secretary, Colonel Tillar. Senator Nunn was represented by Miss Newton. The agenda for this meeting is at Appendix 6. After a brief discussion of their summer visits, the members of the Executive Committee reviewed the proposed agenda for the Annual Meeting. The issue of quorum was raised; the Executive Secretary reported that a quorum (7 members) was expected by Friday, November 4th, with the arrival of Representative Fish. The Executive Committee discussed other possible ways to promote increased participation by the Congressional members of the Board. As a result of these discussions, two courses of action were recommended: (1) the Executive Secretary is to visit Congressional members of the 1984 Board to solicit their views on optimal meeting dates and (2) the Presidential appointees to the Board are encouraged to visit Congressional members to update them on Board activities and urge their personal participation. Following this discussion, the proposed agenda was accepted. This agenda is at Appendix 6, page 33. The Executive Committee next discussed the planned activities of the Board during the summer of 1984. During the summer of 1983, Board members visited West Point individually as their schedules would permit. There was some feeling that, although the 1983 schedule was successful, members would benefit by visiting as a group. The Executive Secretary proposed, and the Executive Committee accepted, a plan to establish two or three "windows" (a two-day period) during the summer of 1984 for Board visits. One window would be primarily for new members, another one or two devoted primarily to cadet summer training. Members of the Executive Committee next discussed ways to increase contact with Boards of Visitors from the Naval and Air Force Academies. The Executive Secretary was directed to establish contact, provide copies of other Board reports to this Board and explore the possibility of chairpersons of other Boards attending USMA Board meetings. Next, the Executive Secretary discussed the Annual Report, a draft copy less Conclusions and Recommendations having been given to members upon their arrival. The Executive Secretary proposed, and the Executive Committee agreed, to complete the Report in final draft during the Annual Meeting so that, assuming a quorum, the report could be approved at the conclusion of the Annual Meeting. There being no further business, the Executive Committee adjourned at approximately 10:00 p.m.

(2) The Annual Meeting of the 1983 USMA Board of Visitors was convened by the Chair, Mrs. Hufstedler at 8:30 a.m., November 3d, 1983, in the West Point Room of the USMA Library, West Point, New York. Members present, in addition to the Chair, were Mr. Caddell, Mr. Lasker, Mr. Slease, General (Retired) Davidson, and Ms. Forbes. Also present were Miss Newton representing Senator Nunn, Mr. Hayes representing Representative Fish, Mr. Fisher representing Representative Hefner, and the Executive Secretary, Colonel Tillar. Major Naccarato represented Department of the Army; General Scott, Superintendent, and General Smith, Dean, were present as was the Academy's Chief of

Staff, Colonel Cross. General Moellering, the Commandant, and Mr. Ullrich, the Director of Intercollegiate Athletics, joined the Board during the Superintendent's remarks following.

(a) Superintendent's Report. The agenda having been accepted, Mrs. Hufstедler invited General Scott to present his annual report to the Board. A copy of General Scott's report can be found at Appendix 7 to this Report.

(b) Cadet Retention. The Executive Secretary introduced Lieutenant Colonel Bacon, Director of Institutional Research at the USMA, who presented a briefing on retention trends at West Point. Colonel Bacon's briefing included a comparison of attrition at the Academy with other civilian universities, with other Service Academies, and with selected Ivy League and Military Colleges. Attrition at West Point was further broken down into categories and trends analyzed by decade since the 1950's. The Board observed that: (1) retention at West Point is improving (from 64% last year to 65-66% for the current senior class with projected improvements in the coming classes) and (2) that West Point currently ranks 2d of the three Federal Service Academies in retention. Members of the Board encouraged Academy officials to continue to study attrition and look for keys to improving cadet retention.

(c) Graduate Retention. The Executive Secretary again introduced Lieutenant Colonel Bacon who presented an overview of retention of Academy graduates in the Army. Colonel Bacon's presentation covered resignation rates since 1911, compared resignation rates of Academy graduates with ROTC Distinguished Military Graduates and Scholarship recipients, reviewed resignation rates of recent classes, and identified the percentages, by rank, of Academy graduates remaining on active duty in the Army. Several Board members were pleased to note that retention of officers who graduated from West Point showed an improving trend since 1972 and that a substantial number of officers leaving active duty were retaining their commission in the Army Reserve or National Guard. The Board also noted that the bulk of research conducted by the Academy strongly indicates that retention decisions by officers were primarily a function of their early career experiences in the Army.

(d) USMA's No-Marriage Policy. Colonel Tillar, Special Assistant to the Superintendent for Policy and Planning, introduced this agenda item with a short briefing which covered the Academy's current policy (neither a candidate for admission nor a cadet may be married), the background of this policy and the results of a 1983 Academy review of this policy. Discussion which followed highlighted the potential impact of the O'Neill v. Dent case wherein the Merchant Marine Academy (MMA) was required to retain a married cadet. Colonel Tillar and General Scott pointed out two significant differences between the MMA in 1973 and the USMA today: (1) the admission of women in 1976 and (2) the difference in the missions of the two Academies. The first difference opens a substantially broader potential combination of cadet marriages; the second difference relates to the intensive, disciplined, military environment at the USMA. Members, after some discussion, recognized a broad range of potential problems if the policy were to be changed.

(e) Religious Facilities at West Point. The Reverend Richard Camp, USMA Chaplain, was next introduced to the Board. Chaplain Camp reviewed the status and capacities of the five chapels (Old Cadet, Cadet, Catholic, Post, and Jewish under construction) at West Point, the religious programs offered at the Academy and the composition, by religious preference, of the Corps of Cadets. During the questions following, the size of the Orthodox Cadet population (approximately 29) and the recent refurbishing of St. Martin's Crypt Chapel (in the Cadet Chapel) for their use was discussed. Accommodations for other faith groups were also discussed.

(f) Maintenance of Quarters and Facilities. The Executive Secretary introduced Colonel Badger, the USMA Engineer. After brief introductory remarks, Colonel Badger presented Mr. George Hartzell of his office who reviewed, in detail, the Academy's program for management and scheduling of maintenance for USMA quarters and facilities. The Board was pleased to note that, through vigorous efforts of the Academy's Engineer office and support by Department of the Army, the Academy's backlog of maintenance was being reduced.

(g) Ladycliff College Acquisition. Colonel Badger introduced Major Kurtyka of his office who reviewed the status of the Academy's effort to acquire the adjoining campus of the now closed Ladycliff College. Members expressed their continued support for this acquisition and the follow-on projects to upgrade the academic facilities in the central cadet area. The Board also urged prompt release of the funds appropriated to purchase this property. Each day of delay costs the Academy approximately \$1000 in lease payments and inhibits required maintenance of buildings and grounds. This was the final agenda item for Thursday, November 3rd. The Board adjourned at approximately 4:30 p.m.

(h) Visit to Cadet Classes. On Friday morning, November 4th, Board members visited academic departments, attended classes with Cadets, were introduced to the Dean's academic instructional computer support system, and viewed a multimedia presentation entitled "Education for Leadership." Representative Hamilton Fish, Jr. joined the Board during this portion of the agenda.

(i) Impact Aid Update. Following lunch hosted by cadets in the Cadet Mess, the Board reconvened at 1:30 p.m. in the Thayer Award Room, Building 600, West Point, New York. Members present included Mrs. Hufstedler, Mr. Caddell, Mr. Lasker, Mr. Slease, General Davidson, Ms Forbes and Mr. Fish. Colonel Tillar was present; a quorum was constituted. The Executive Secretary introduced Lieutenant Colonel Little, the West Point Schools Officer. Colonel Little reviewed actions pertinent to Impact Aid for the local school district which had transpired since the Annual Meeting of the Board in 1982. The Chair next recognized Dr. Crowder, Superintendent of the Highland Falls-Fort Montgomery School District, and Mrs. Gannon, President of the School Board. Dr. Crowder and Mrs. Gannon provided the Board a forecast of the school district's financial status and recommended several actions to assist in obtaining needed federal funding. A lively discussion followed

during which Mr. Fish urged cooperative action by Departments of Defense and Education to resolve this issue. Efforts by local and state officials to assist were also discussed.

(j) Feasibility of a Graduate Survey. Lieutenant Colonel Bacon was once again called to brief the Board. Colonel Bacon outlined the six surveys of graduates of the USMA conducted since 1957 and the one survey ongoing. Discussion following his presentation quickly determined that another survey was feasible; the question was whether or not one was desirable at this point and what the scope of any survey would be. General Scott advised the Board that, in view of the ongoing survey of USMA Classes of 1980, 81 and 82, he did not feel another survey was desirable at this time. General Davidson argued that a survey of all living graduates would be useful in giving both the Superintendent and the Board a feel for "how's the Academy doing?" Other members expressed varying opinions as to the need for a survey at this point.

(k) Conclusions and Recommendations for the 1983 Report to the President. The Chair, Mrs. Hufstedler, presented draft Conclusions and Recommendations for consideration by the Board, such conclusions and recommendations having been drafted by the Chair and the Executive Secretary. After considerable discussion and some modification of the draft, there being a quorum present, a motion was made, seconded, and carried to approve the redrafted Conclusions and Recommendations. The Conclusions and Recommendations adopted by the Board are found in paragraph 9 of this Report. Members present next signed the report after instructing the Executive Secretary to make only editorial corrections to the draft Report previously distributed to the attendees. The Chair further instructed the Executive Secretary to offer to those Members not present, but represented at this meeting, an opportunity to sign the report.

(l) Conclusion of the Annual Meeting. With consent of the Members present, the Chair appointed Mr. Lasker to act as interim Chair from December 31st, 1983, until election of a Chair and Vice Chair in 1984. The Chair thanked Members present for their attendance and attention at this Annual Meeting. Mr. Slease, in behalf of the remaining Board Members, praised the leadership provided this year by Mrs. Hufstedler, Chair, and Mr. Caddell, Vice Chair. Colonel Tillar, in behalf of General Scott, thanked the Board for its efforts in furthering the accomplishment of the Academy's mission. There being no further business, the Annual Meeting was adjourned at approximately 5:30 p.m. on November 4, 1983.

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, D.C., visited the Academy during the summer of 1983, and attended the Annual Meeting at West Point are pleased to report that, in those areas of interest explored by the 1983 Board, the Military Academy is performing its mission with excellence. Significant

progress has been made in implementing the recommendations of the 1982 Board of Visitors. Authorized and funded improvements in the physical facilities are proceeding as planned and on schedule. The Board was delighted with both the concept and the detail of the Academic Facilities Master Plan for the future development of Ladycliff.

Academic Year 1983-1984 marks the third year of the Academy under the superintendency of Lieutenant General Willard W. Scott, Jr. The Board wishes to observe that General Scott's leadership continues to inspire confidence both within the Academy and with the institutions and constituencies that serve and are served by the Academy. He has succeeded in building institutional stability without rigidity and in conducting continuing internal evaluations without inappropriate criticism.

The Board wishes to commend General Smith, the Dean, for managing the smooth and effective transition to optional academic majors, the challenges of accreditation, and the curriculum revisions earlier approved.

The Commandant of Cadets, General Moellering, is commended for extending from six to seven weeks the period of summer training for the 3rd (sophomore) class and 4th (freshman) class. The added time to establish among the new cadets a substantive base of discipline appears particularly valuable.

The Board also wishes to commend the USMA Engineer, Colonel Badger, who, with his staff, has developed and is implementing thoughtful and substantial systems for the continuing maintenance and improvement of the physical plant of the Academy. These systems now permit coherent, efficient, and cost-effective short and long range planning to meet the needs of the Academy as funding becomes available to serve those needs.

Recognizing that Congressional members of the Board have special difficulties in arranging their schedules to attend Board meetings, the Board requests that the Secretary of the Board visit the Congressional members and invite their suggestions about means to improve the opportunities for their participation in the work of the Board. The non-Congressional Board members express appreciation to the Congressional members who have sent a knowledgeable staff member to those meetings that the members themselves could not attend.

Finally, this Board will encourage the interchange of information among the Boards of the Service Academies by circulating the Annual Reports of these Boards to one another, by inviting Board Chairmen/women to a USMA Board meeting and by inviting informal meetings of USMA Board members with their counterparts.

b. Specific Conclusions and Recommendations:

TOPIC: Cadet Retention

CONCLUSION: Although voluntary resignations from the Academy are not disproportionate when compared to the other service academies and USMA's rate is declining, retention has not yet reached the target set by the Department of the Army. Therefore, cadet retention must be a continuing concern of the Academy and of the Board. Retention is affected by many variables, not all of which can be controlled by the internal policies and practices of the Academy. All retention measures must be consistent with the Academy's mission. Before other retention measures can be recommended, a more sophisticated data base should be developed.

RECOMMENDATION: In addition to the data now being collected from exit interviews, the Board recommends that the Academy, in cooperation with Department of the Army, explore the feasibility of independently conducted personal interviews with former cadets several months after they have resigned from the Academy. Data obtained from those interviews may produce useful information in predicting retention, trends affecting selection and attrition, and other patterns of conduct that can assist the Academy in reaching the Department of the Army's retention goals. Further, this Board recommends to its successor Board, as an agenda item, the examination of the cadet selection process.

TOPIC: Graduate Retention

CONCLUSION: The resignation of experienced Academy-trained officers continues to be of concern. However, the Board was pleased to note the steady increase over recent years in the number of resignees continuing to serve in the reserve components. Research has not yet disclosed any significant causal connection between graduate attrition and the policies and practices of the Academy. Nevertheless, the Academy in cooperation with the Department of the Army should continue to observe graduate retention to discover if actions at the Academy can be related to such retention.

RECOMMENDATION: None

TOPIC: Religious Facilities at West Point

CONCLUSION: The Board was briefed on the facilities in existence and under construction, and on the current religious programs at the Academy. At the present time, the Board sees no reason to suggest that any additional physical facilities are appropriate.

RECOMMENDATION: No action by the Academy to expand religious physical facilities is warranted. If any need should develop in the future, the topic should be addressed at that time.

TOPIC: Maintenance of Facilities

CONCLUSION: The Board was thoroughly briefed on (1) the maintenance master surveys, (2) the systems for identifying, establishing priorities for, and performing the maintenance work. The systems and programs are carefully designed, cost effective and efficient; the systems are consistent with the needs of the Academy and with budgetary constraint.

RECOMMENDATION: That the existing systems for maintenance of the facilities be implemented as rapidly as funds can be made available to meet the programmed goals.

TOPIC: Ladycliff College Acquisition

CONCLUSION: At the present time, House and Senate conferees have agreed to provide \$3,450,000 requested for the acquisition by USMA of Ladycliff College; however, the funds cannot be obligated until further congressional review occurs and specific approval from both the House and Senate Committees on Appropriations has been received. The Board continues its strong support of this acquisition; delay costs the Academy approximately \$1,000 per day in funds that would otherwise be better spent on improvement and maintenance of facilities at the Academy.

RECOMMENDATION: That further Congressional review be promptly accomplished and that the funds be released (authorized) for purchase of the College. Further, the Board recommends favorable consideration by the Congress of the Academy's requests for funds to accomplish each of the steps identified in the Academic Facilities Master Plan for West Point (The Hillier Group, September 1983).

TOPIC: USMA's No-Marriage Policy

CONCLUSION: The Board reviewed the history and present statement of Department of the Army policy which prohibits marriage of a cadet. After discussion of the implications of cadet marriage, the Board sees no substantial reason to change the present policy, and persuasive reasons not to do so.

RECOMMENDATION: The present policy should be retained.

TOPIC: Impact Aid

CONCLUSION: The 1983 Board has continued 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. The Board appreciates the response by Congress and Department of the Army to provide stopgap funding for Academic Year 82-83. Until reliable funding becomes available, the consequences of inadequate financial aid are serious both for the Academy and the community. The quality of education available to West Point children is seen as a key factor affecting the Academy's ability to attract and retain a first-rate staff and faculty.

RECOMMENDATION: The 1983 Board firmly endorses and repeats the recommendation of the 1982 Board: "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 efforts 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.

TOPIC: Graduate Survey

CONCLUSION: No additional action is appropriate at this time.

RECOMMENDATION: None

TOPIC: USMA Procedures for Separation of Cadets Found to be Deficient in Conduct

CONCLUSION: After a thorough briefing, together with examination by individual members of the Board of specific cadet records, the Board concludes that the procedures and practices fully comply with existing law. Those procedures and practices are fair and equitable in practice, particularly as applied to the individual records that were examined.

RECOMMENDATION: No change.

1983 USMA BOARD OF VISITORS



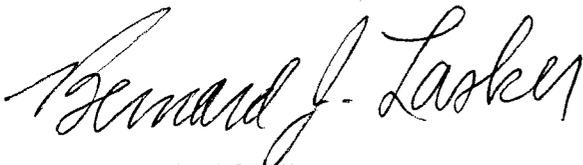
SHIRLEY M. HUFSTEDLER
Attorney at Law
Los Angeles, California
Chair
1983 USMA Board of Visitors



PATRICK H. CADDELL
Cambridge Survey Research, Inc.
Washington, DC
Vice Chair
1983 USMA Board of Visitors



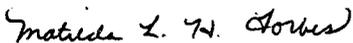
CLYDE H. SLEASE
Attorney at Law
Washington, DC



BERNARD J. LASKER
Lasker, Stone & Stern
New York, New York



GARRISON H. DAVIDSON
LTG, U.S. Army, Retired
Oakland, California

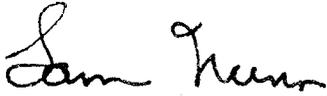


MATILDA L. H. FORBES
Mill Valley, California



HAMILTON FISH, JR.
United States House
of Representatives

The following members of the Board, unable to attend the Annual Meeting, were represented by staff at the Meeting and concur in this report.



SAM NUNN
United States Senate



W. G. (BILL) HEFNER
United States House
of Representatives

SUMMARY OF ACTIONS TAKEN IN RESPONSE TO 1981 RECOMMENDATIONS. As of
December 1, 1983

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.

UPDATE: Many programs and courses contribute to the professional development of cadets. The Service Orientation Course includes lectures by Major Army Command (MACOM) Commanders on leadership challenges; human relations training prepares cadets for contemporary leadership issues such as sexual harassment and alcohol and drug abuse; and the host of professional courses -- military science, military art, military law, and military leadership, to name a few -- provide the knowledge and skills required of a new lieutenant as well as the foundation for a career of exemplary service to the nation as a Regular Army Officer.

In particular, the leadership development program has been reviewed and is being monitored by the Leadership Development Committee (LDC). This program is built around development of professional values - teaching cadets the knowledge and skills they need as leaders, giving cadets an opportunity to serve in leadership roles during the academic year and summer training, and feedback through counseling and evaluation. Both the Commandant and the Dean are involved in many aspects of the program, with the LDC serving as a focal point.

Perhaps the most important program for preparing graduates to meet initial leadership challenges is the Cadet Troop Leadership Training (CTLT) and Drill Cadet Program (DCP) during the second class summer. The Class of 1985, was asked specific questions concerning the impact of their experience on developing their leadership skills as well as their understanding of soldiers; the majority responded that the CTLT/DCP experience made a valuable contribution to their development as leaders.

The Class of 1983 was surveyed as to their perception of the leadership development just prior to graduation and the results indicated overall leadership development was healthy. Only one area -- understanding how to reduce dissatisfiers -- was identified as needing additional attention and that area is being addressed in Academic Year 83-84 course revisions. Preparing graduates to meet initial leadership challenges is an area of continuing emphasis and evaluation. The findings to date indicate that our efforts have been successful.

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

- Director 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.

UPDATE: Our requirement for a General Officer Deputy Superintendent position remains unchanged. This requirement is further supported by a DAIG Inspection of USMA in August 1983.

Since the loss of the Deputy Superintendent position in 1981, the Superintendent has approved several realignment actions within the command element of this headquarters for the purpose of relieving him of an awesome administrative burden. The most recent realignment action occurred in July 1983. This action resulted in redesignation of the Chief of Staff as Chief of Staff and Deputy Post Commander, assisted by two assistant Chief's of Staff for Post Operations at Lieutenant Colonel level; one at West Point and the other at Stewart Army Subpost.

While we view the above changes as a positive step towards accomplishing our assigned mission, we will continue to monitor the effectiveness of these changes in an effort to further relieve the Superintendent and Chief of Staff of the growing administrative burden, and an overextended span of control.

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.

UPDATE: During AY 82-83 the Cadet Honor Committee considered allowing the cadet advisor to testify as a witness on the merits of the case. The Committee is opposed to allowing the cadet advisor to appear as a merits witness. The cadet advisor is allowed to testify as a character witness. The investigative procedures have changed very little since their implementation in 1979.

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.

UPDATE: The program as briefed to the Board is still ongoing. Each year the Department of Military Instruction (DMI) reviews various aspects of this program to insure that it is current and coordinated.

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.

UPDATE: The optional academic majors program briefed at the 1982 Annual Meeting was approved by the Chief of Staff of the Army in February 1983 for implementation with the Class of 1985.

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.

UPDATE: 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.

UPDATE: During AY 1983-84 the Visiting Professor program continued with 13 Visiting Professors. The Departments of Geography and Computer Science and Behavioral Science and Leadership did not have a Visiting Professor this year. The Department of Physical Education again had a Visiting Professor.

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.

UPDATE: The program as outlined above continues in force.

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.

UPDATE: In December of 1982, Congress passed an amendment to the Defense Appropriations Bill which instructed Department of Defense (DOD) to transfer \$200,000 to Department of Education for the purpose of supplementing Impact

Aid to the Highland Falls, New York, School District. Receipt of this special allocation resolved the potential FY 83 budget deficit which had led the school board to send tuition notices to West Point parents in November of 1982. While welcoming this additional money, the local school board saw it as a one-time, short-term solution which did not address the fundamental financial problems confronting the school district as a result of a substantial reduction in Impact Aid.

SUMMARY OF ACTIONS TAKEN IN RESPONSE TO 1982 RECOMMENDATIONS. As of
December 1, 1983

a. Title and Date of Report: United States Military Academy Report of the Board of Visitors, December 31, 1982.

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 1982 Report 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 develop 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.

RESPONSE: The Academy has continued to explore means to use academic course materials to enhance leadership training and to review and evaluate the leadership development program, to include the cadet summer training experience. Since the BOV briefing, USMA's Leadership Development Committee (LDC) has worked closely with the Center for Leadership and Ethics at the Combined Arms Center, Ft. Leavenworth, Kansas, and the Army Leadership Consortium in reviewing and developing the leadership skills required for students in pre-commissioning programs, the USMA leadership development program, the coordination of Army leadership initiatives with the USMA leadership program, and a draft field manual on Leadership Counseling. To ensure continued coordination between the academic departments and the Office of the Commandant copies of the basic leadership text, Leadership in Organization, used in PL300, Military Leadership, were issued to every tactical officer, NCO and principal staff officer. Invitations were also extended to attend PL300 classes. Leadership

APPENDIX 2

evaluation and modifications were also facilitated by the introduction of leadership development questions in the annual survey of the graduating class and the after-action survey for cadets who participated in summer Cadet Troop Leadership Training.

In the area of continued recruitment of minorities and women, the academic departments are constantly searching for and tracking qualified minority men and women for assignment to the Military Academy. Their methods include actively soliciting nominees from MILPERCEN branches, from department alumni, and from the Professors of Military Science at ROTC programs throughout the nation. The competition for well-qualified minority and women officers is intense as the demand exceeds the supply. The minority men and women who are assigned to the Military Academy are made available by their departments to be members of USMA committees, guest lecturers for cadets and other departments, and participants in cadet activities, all with the primary objective of utilizing their talents to educate, train, and inspire the Corps of Cadets.

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.

RESPONSE: In February 1983, the Chief of Staff of the Army approved the optional majors program for implementation at USMA effective with the Class of 1985. Adoption of this program represents the culmination of almost two decades of evolutionary academic reform. In his forwarding letter to the Chief of Staff, the Superintendent reaffirmed that the majors program is optional, that the field of study and core curriculum plus physical education and military training will remain the primary route to graduation, and that we will continue to stress to our young graduates that they must at the outset think of themselves first and foremost as professional Army officers which is their first major.

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.

RESPONSE: All football scheduling efforts are directed toward institutions with similar academic requirements and recently have included long-term agreements with Wake Forest and Duke, specifically addressing both the geographic and academic parity. We believe our schedule now begins to reflect competition with schools with similar goals and requirements and schools with which we can project excellence. Unfortunately, the ability to schedule across the country is limited by economic pressures of transportation and housing costs for teams on the road, as well as the ability of schools which fit our most important requirements to pay a sufficient guarantee to fund such competition.

For the most part, scheduling with other sports is done to reduce, as much as possible, academic pressures and absence from class. We continually attempt to schedule institutions with similar standards and requirements.

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.

RESPONSE: In September 1983, Congress approved the purchase of the former Ladycliff College (now called New South Post) by USMA for FY 84. The Academy had previously signed a rental lease with the option to purchase, which was effective 15 December 1982 for the property and five of the existing buildings. It is anticipated that the funds will be forthcoming in FY 84 and that the purchase will be completed within the next few months. The buildings have been occupied since December 1982. Renovations will not commence at New South Post until FY 86. Follow-on projects to renovate the buildings on the main campus (the Cadet Central Area) vacated by units/activities moving to New South Post will be completed during FYs 87, 88, and 89. The current estimate for providing the needed academic space is \$3.45 million to purchase Ladycliff and \$48.9 million to renovate all the facilities on USMA proper and New South Post.

The planned purchase of the former Ladycliff property calls for both the West Point Museum and the Visitors Information Center to be located in renovated space at New South Post. Currently, this renovation project is included in the FY 86 budget. The Multipurpose Sports and Physical Development Center, originally authorized for construction in FY 80, began in May 1983, with a projected occupancy date of October 1985. The facility will have a 5,000 seat basketball arena and a 3,000 seat hockey arena under one roof.

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.

RESPONSE: An extensive presentation on attrition was made to the 1983 Board at the Annual Meeting in November 1983. Conclusion and recommendation of the 1983 Board are found in the 1983 Report of the Board of Visitors.

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.

RESPONSE: USMA recognizes the need for a long-term solution, and defers on a specific remedy to the Departments of Defense and Education. The Academy continues to be concerned about the standing and acceptance of West Point children in the local district, and the potential decline or loss of the local high school, should the district's financial difficulties persist.

The quality of education available to West Point children is seen as a key factor affecting the Academy's ability to attract a first-rate staff and faculty.

SUMMARIZED MINUTES
1983 USMA BOARD OF VISITORS
ORGANIZATIONAL MEETING
April 26, 1983, Washington, D.C.

1. CONVENING OF THE BOARD. The Organizational Meeting of the 1983 USMA Board of Visitors (BOV) was convened by the Interim Chair, Mrs. Shirley M. Hufstedler, at 9:45 a.m., April 26, 1983, in Room SD116, Everett McKinley Dirksen Senate Office Building, Washington, D.C. Members of the Board present during the meeting included: Mrs. Hufstedler, Mr. Caddell, Mr. Slease, Mr. Lasker, General Davidson, Ms Forbes, Senator Roth, and Representatives Fish and Martin. Representing Members at the meeting were: Gary Patterson (Senator Roth), Joan Dawson (Senator Nunn), GeorgeAnn Way (Representative Roth), Parrish Fisher (Representative Hefner), and Rodney Rideau (Representative Dixon). Mr. Milton Hamilton, Lieutenant Colonel Sims and Major Naccarato represented Department of the Army (DA). Colonel Tillar, Executive Secretary of the Board was present as was his assistant, Major Morris.

2. OPENING COMMENTS AND UPDATE. After brief welcoming remarks to the Board, Mrs. Hufstedler asked the Executive Secretary to update the Members on several activities of interest to the Academy and the 1982 Board of Visitors. Colonel Tillar advised the Board of the status of the Multipurpose Sports and Physical Development Center (construction contract was signed on 21 April), the acquisition of Ladycliff College campus (USMA has leased with option to buy; purchase is in the 1984 budget submission), financial aid to the Highland Falls/Fort Montgomery School District (\$200,000 appropriated by the Congress as a stopgap measure for AY 82-83), and chapel construction (the Jewish Chapel is now under construction; no additional chapels at West Point are required or desired).

3. INTRODUCTION OF THE AGENDA. The Interim Chair introduced the tentative agenda. It was accepted by the Board subject to modification caused by the arrival of the Secretary of the Army or other Board decisions. The agenda resulting from actions of the Board is attached.

4. ELECTION OF OFFICERS. With the arrival of Representative Fish at 10:25 a.m. the Board achieved quorum and the election of officers was conducted. Mr. Lasker nominated Mrs. Hufstedler for Chairman. General Davidson seconded. There being no other nominations, Mrs. Hufstedler was elected Chairman of the 1983 BOV by a unanimous voice vote. Nominations for Vice Chairman were then opened. Mr. Slease nominated Mr. Caddell. Mr. Lasker seconded. There being no other nominations, Mr. Caddell was elected Vice Chairman of the 1983 BOV by unanimous voice vote.

5. SELECTION OF THE EXECUTIVE COMMITTEE. Following the election of the officers, Mrs. Hufstedler appointed members of the Executive Committee: in addition to the Chairman (ex officio) and Vice Chairman (ex officio), Mr. Lasker, Mr. Slease, Senator Nunn and Representatives Fish and Martin. These appointments received consent of the Board.

6. MEETING FORMAT FOR 1983. The Board next discussed the meeting format for the 1983 BOV. The Executive Secretary presented the Board with a historical summary of meetings and suggested three alternatives (1) no change to the 1982 format (Organizational Meeting in Washington followed by a summer and annual meeting at West Point), (2) Organizational Meeting in Washington followed by individual member visits during the summer and an annual meeting during the fall, or (3) only an annual meeting at West Point. After discussion the Board adopted alternative number 2. The Board deferred the discussion of the annual meeting until after all agenda items were identified to insure that the meeting length was of sufficient duration to adequately discuss those areas identified. The Board also determined to hold an Executive Committee Meeting the day before the Annual (fall) meeting.

7. REMARKS BY SECRETARY OF THE ARMY. The Honorable John O. Marsh, Jr. visited the Board meeting, was introduced to the Members present and offered several comments. After stressing the importance of the BOV, the Secretary made the following points: the Army looks to West Point as its "standard bearer" for excellence; this is compatible with the theme for the Army which for 1983 is Excellence; Board Members should consider West Point in the context of the Total Army; Members should not forget the genesis (Congressional) of most cadetships; retention of cadets at West Point is part of the Board's responsibility; examination of West Point should consider its programs in writing, geography, foreign language, and history. Mr. Marsh also invited Board Members to visit ROTC Advanced Camp during the summer of '83. At the conclusion of his remarks, Mrs. Hufstedler thanked the Secretary for taking time from his busy schedule to meet with the Board.

8. IDENTIFICATION OF AREAS OF INTEREST FOR 1983. After considerable discussion the Members present identified six major areas for exploration in 1983:

- a. Retention of Cadets and Graduates
- b. USMA No-Marriage Policy
- c. Additional Religious Facilities at West Point
- d. Feasibility of a Survey of Graduates
- e. Impact Aid (Update)
- f. Maintenance of Quarters and Facilities

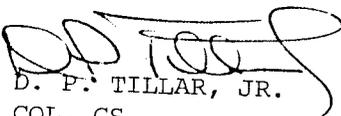
Two other topics were suggested by General Davidson: Confirmation of the USMA policy with regard to the role of the Superintendent and the Academic Board, and professionalism of the USMA curriculum. Mrs. Hufstedler asked General Davidson to more fully develop these topics in a letter to Board Members.

9. SCHEDULE FOR ANNUAL MEETING. After determining the topics to be addressed and the calendar of events at West Point, the Board selected 3 and 4 November 1983 for its Annual Meeting with an Executive Committee meeting on 2 November. Those Members whose schedules will permit can remain at West Point for the Army-Boston College football game on 5 November 1983.

10. CLOSING REMARKS. Mrs. Hufstedler thanked the Members for taking time from busy schedules to attend the meeting and encouraged all Members to personally support activities of the 1983 Board. The Chair again expressed appreciation for the visit by Secretary Marsh and made particular note of the attendance of Congressional Members of the Board and staff representatives of Members unable to attend. Mrs. Hufstedler expressed regret that last minute complications prevented the Superintendent's attendance, expressed thanks for the Department of the Army and West Point staff support for this meeting and noted that this would be the last BOV meeting attended by Major Morris. Members of the Board joined Mrs. Hufstedler in thanking Major Morris for his support of the BOV during the past two years.

11. ADMINISTRATIVE MATTERS. The Executive Secretary advised the Board that his office would coordinate directly with the Presidential appointees to the Board in arranging individual visits during the summer of 1983. Colonel Tillar will coordinate through the Office of the Chief of Legislative Liaison (Major Naccarato) for visits by Congressional Members. The period 5 July through 12 August was identified as the best opportunity to observe cadet summer training at West Point; Colonel Tillar noted his programmed absence from West Point during the period 10 through 22 July.

12. ADJOURNMENT. There being no further business before the Board, the meeting adjourned at 2:00 p.m., April 26, 1983.


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


SHIRLEY M. HUFSTEDLER
Chair
USMA Board of Visitors

AGENDA
USMA BOARD OF VISITORS
ORGANIZATIONAL MEETING
9:30 A.M.
TUESDAY, APRIL 26, 1983

- | | |
|--|------------------------------|
| I. Introduction of Members | Executive Secretary |
| II. Opening Comments | Interim Chair |
| III. Update on Selected USMA Activities | Executive Secretary |
| IV. Introduction of Agenda | Interim Chair |
| V. Election of Officers | Interim Chair |
| VI. Selection of Executive Committee | Chair |
| VII. Meeting Format for 1983 | Executive Secretary |
| VIII. Remarks by Secretary of the Army | Mr. Marsh |
| IX. Identification of Areas of Interest for
Exploration by 1983 Board | Board/Executive
Secretary |
| X. Luncheon | Executive Secretary |
| XI. Schedule for Annual Meeting | Executive Secretary |
| XII. Closing Remarks | Chair |
| XIII. Administrative Matters | Executive Secretary |



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

April 27, 1983

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 1983 United States Military Academy Board of Visitors.

MRS. SHIRLEY M. HUFSTEDLER, Chair, ex officio
MR. PATRICK H. CADDELL, Vice Chair, ex officio
MR. BERNARD J. LASKER, Member
MR. CLYDE H. SLEASE, Member
SENATOR SAM NUNN, Member
REPRESENTATIVE HAMILTON FISH, JR., Member
REPRESENTATIVE DAVID O'B MARTIN, 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 cursive script, reading "Shirley M. Hufstедler".

SHIRLEY M. HUFSTEDLER
Chair,

1983 USMA Board of Visitors

APPENDIX 4

1983 USMA BOARD OF VISITORS
SUMMER VISITS
JULY 23-AUGUST 8, 1983, WEST POINT, NEW YORK

As a result of the decision reached during the Organizational Meeting on 26 April 1983 not to hold a formal Summer Meeting, individual member visits to West Point were accomplished as follows:

- a. July 23-24 - Senator William V. Roth (R-DE)
- b. July 25-30 - LTG (Ret) Garrison H. Davidson
- c. July 27-29 - Mr. Patrick H. Caddell
- d. July 28-29 - Mrs. Shirley M. Hufstedler
- e. July 28-29 - Mr. Bernard J. Lasker
- f. August 2-5 - Mr. Clyde H. Slease
- g. August 7-9 - Ms Matilda L. H. Forbes
- h. August 8 - Representative Toby Roth (R-WI)

The summer visits of the members of the Board of Visitors focused on the cadet military training programs with firsthand observation of Cadet Basic Training and Cadet Field Training and a tour of West Point facilities. Additionally, each member received individualized briefings on topics of particular interest to them; e.g., '85 Curriculum and Optional Majors, Cadet Disciplinary System, and Facilities Acquisition/Expansion. Members also reviewed selected disciplinary case files.

The need for additional academic space, the requirement to upgrade laboratory and athletic facilities and the Academy's intent to purchase the former Ladycliff College campus--funds currently available for leasing only--were of primary concern to all who visited.

AGENDA
USMA BOARD OF VISITORS
NOVEMBER 3-5, 1983

Thursday, November 3, 1983

(All sessions in West Point Room, Cadet Library)

7:00 - 7:45 am	Breakfast (optional) - Hotel Thayer
8:00 - 9:00 am	Superintendent's Report to the Board
9:00 -11:30 am	Board Discussions ¹
11:45 - 1:15 pm	Quarterback Luncheon - Officers' Club
1:30 - 5:00 pm	Board Discussions ¹
5:00 - 7:00 pm	Free Time
7:00 - 8:30 pm	Dinner (Casual or Western dress) - Golf Club House

Friday, November 4, 1983

(Afternoon sessions in Thayer Award Room,
Bldg 600)

7:00 - 7:45 am	Breakfast (optional) - Hotel Thayer
8:00 -11:55 am	Visit Cadet Classes
12:15 - 1:15 pm	Lunch with Cadets - Washington Hall
1:30 - 2:30 pm	Board Discussions ²
2:30 - 5:30 pm	Preparation of Conclusions & Recommendations for 1983 Report
5:45 - 7:00 pm	Free Time
6:30 - 7:30 pm	Cocktails at Superintendent's Quarters
7:30 - 10:00 pm	Dinner at Officers' Club (Semi-Formal) with Civilian Aides to SECARMY

Saturday, November 5, 1983 (optional)

11:30 - 4:30 pm

Cadet Review, Reception, Luncheon, Army
Football as guests of Superintendent

NOTE 1: Topics planned include: Cadet Retention, Graduate Retention,
Religious Facilities at West Point, Maintenance of Quarters and
Facilities & Status of Ladycliff Acquisition, No-Marriage Policy.

NOTE 2: Topics planned include: Impact Aid Update, Feasibility of
Graduate Survey.

EDITED TRANSCRIPT SUPERINTENDENT'S REPORT
TO THE BOARD OF VISITORS
NOVEMBER 3, 1983

Good morning. We were with Senator Nunn last week, which was an interesting time. Senator Nunn gave us a fine presentation on some of the realities on the Hill and how that would affect the Army.

The point was that there is a difference between authorization and appropriation. I hope it isn't going to affect Ladycliff.

We have the Civilian Aides to the Secretary of the Army for the First Army Region arriving tonight; their meetings start tomorrow and we were planning a joint dinner tomorrow night with the Civilian Aides.

If there is anything that needs to be done, make sure you tell Colonel Tillar.

Let me talk about some significant events since our last gathering.

Academics. First, optional majors. We received a letter from General Meyer which said; you will provide two years of foreign languages. I was convinced this was a typo, because we require two semesters. Cadets do take three if in the Humanities and Public Affairs Track, but in the Engineering Track, with the time requirements, there are two semesters required. So I think the Military Academy is aware that language is a very important facet in the training of a future officer. I requested that the letter be changed because we just can't do two years in the Engineering curriculum. We will make efforts to reinforce language proficiency. Thus, optional majors were approved. The Class of 1985 is the first class to be offered an optional major.

My hope was that cadets would opt for majors at about a thirty percent mark. It is optional; I always say it is a second major. We require a broad academic base which includes languages and a number of other disciplines. Cadets don't listen to the Superintendent; they went at about the fifty percent mark for the optional major. We have eight offerings in Science and eight offerings in Humanities and they went about 50/50 on the two sides. I am not too concerned. I think that number will come down by the time they graduate. The Dean has structured the program so they can accommodate such changes up into this next semester.

We start Monday with a visiting group here to make recommendations to us on the accreditation of some of our Engineering programs. The reason we went to tracking, the reason why we thought optional majors was a program we ought to go to, is the ability to go a little deeper for those cadets who need that; to be all you can be, another notch of challenge. Two years ago we were told that New York would not allow the engineer-in-training exam to be given at West Point unless we did more toward accreditation in our Engineering Program. We had never sought accreditation; didn't feel it was necessary, but now this point came up. We are proceeding and I am quite confident accreditation will be with us for the Class of '85 and those following. In the Academic Board

there were professors who disagreed, did not feel we should go to the optional majors. The consensus on their part was we would give up, in time, the core curriculum. In all pronouncements that we make as an institution, we say that the core will not be given up. We will give up majors, but we will not give up the core. If any department came in and said, I need this or that, more time, and thus, give up some of the core curriculum, we would say to the department, and I am sure the next superintendent will do the same, you give up the major because the core curriculum is the primary major.

Acquisition of Ladycliff College. On Ladycliff, I mentioned funding. That may be a problem. It is not a large bill: 3.5 million dollars for what is a very unique piece of property. You have all seen it; an opportunity to meet a requirement that would cost far more if we go other routes such as a building on Buffalo Soldiers Field. By buying Ladycliff, we can avoid a considerable amount of that cost and for, what would be over a six year program, about forty-eight and a half million dollars, we would pick up the academic space, the Museum and the Visitor's Information Center. That is probably better than a ten million dollar saving. Of the four Congressional committees that had to approve it, three did. One of the Senate Committees, without prejudice, did not. In conference it remained in the 1984 Budget, but has one sentence that says these monies will not be expended until each of the committees receives necessary data. The House has no data that they require; it is primarily satisfying a Senate Committee to make sure they are convinced that that flow of money is going to be wisely spent. We expect Senator Mattingly to come visit us very shortly. He hasn't set a date, but I am sure he will; hopefully, after that, we will not only have his support for the purchase, the release of the 3.5 million, but also his understanding and support of the flow over the next six years which is the larger sum of money. One reason we would like to buy early; we are leasing at a little over a thousand dollars a day. We would rather not lose the lease money, plus you cannot do maintenance beyond twenty percent of your leased value, there is some maintenance we are not now performing. The trustees will not do the maintenance, and we would not like the property to deteriorate. I was delighted that, on third examination, the engineer firm's final conclusions actually were slightly less expensive than the ones we had first come up with. They have come up with some ways we can do things a little better than we had thought. For example, the library, which must be expanded, we thought we would use space in Thayer Hall. That meant a tunnel. They found a way using Bartlett Hall, which is the adjacent building, so we don't have the problems of spreading out. So it looks like it is on track but people continually ask us: Are you properly accounting for these monies, why do you need these, why that? We stand ready to answer those questions.

Cadet Achievements. Thinking of achievement of cadets and I always, when I throw my slide up that shows Rhodes Scholars, say; by the way, if you are training professional Army officers, that doesn't require a Rhodes Scholar. It doesn't require a Marshall Scholar. It requires a professional, well grounded in foreign languages, analytical thought, and commitment to his profession. But in the process, we are the fourth university in the United States in Rhodes Scholars. We already have this year our approval of about, I guess, eighteen cadets that we consider are capable of competing for Rhodes Scholarships this year.

Staff. John Moellering came out on the Major General's list this year and we are delighted. The Chief of Staff indicated that John will stay with us until the summer.

Separations for Conduct Failure. Some of you, I know you read the files, are aware that three cadets were separated or were recommended for separation last semester but physically did not leave the campus until just before graduation. They were, all three, from Maryland. That would cause their elected representative to respond to parents who will, I think always, feel that their sons, they were all three males, were not properly treated by the system. Congresswoman Holt, who had been on the Board of Visitors at the Naval Academy, was most concerned. We still have not resolved the issue totally. Mr. Winkup of the House Armed Services Committee has been to visit West Point, as did members of the Board of Visitors. He went through the files of the cadets and then received the briefings that you also received on the procedure in conduct matters in the Corps of Cadets. I think, as you were convinced, that we take very seriously the rights of the individual cadets and do our best. In fact, at times, that may be our problem. We are very reluctant not to give the second chance, not to see some glimmer of hope that this young person is going to understand what their problem is and make a reform and move out and become perhaps an Eisenhower or Bradley. And by giving those second, and in some cases third, chances, you then bring the cadet up into the first class year so that when you do decide to separate the cadet because he did not respond to all these extra opportunities, it seems so wasteful. The cadet may be within two weeks of graduation; why is it after all of this financial expenditure to the taxpayer, time and effort on the part of the Academy, you just did not graduate him? My answer is: We would separate the cadet when we are convinced, and it has been fair to the cadet, he is not going to be a good Army officer. And if you found that out two minutes before you were about to hand him a diploma, you should not commission him, because the worst thing to happen is to have the lieutenant fail you when you should have known that before. If some of you feel that you did not adequately get all your questions answered, the conduct problems, discipline system, we will be happy to arrange for those briefings with USCC.

Recent Publicity. Maybe you saw we had a case hit the paper in honor, a cadet from Florida. He is physically here on the grounds still. He was about to leave. He had been found guilty and I recommended separation. The Secretary of the Army approved and he was separated, but he went to court and on the day we were processing him out an injunction came in. Some of the representation of the case by the cadet's counsel had not been correct. The Federal attorney in Miami went back into the court again and the injunction was removed; I assume he is probably being processed or left yesterday. The case will still be heard but the injunction has been removed. Should we all get very upset? Well, no. Those are rights of citizens and I think we will probably continue to have a certain number of challenges every year and I think we just have to make sure that our process is one we can adequately defend, whether before a court, a Congressman, or before the Board of Visitors.

The Class of 1987. The Class of '87 came in larger than probably the Dean would have wanted. Maybe more than the Commandant would have wanted, more than the Director of Admissions had suggested, but I forced them to the upper end and they had less decliners, so the class was a little bigger. So for the first time, I think, in the history of anybody's memory here at this particular point, West Point is larger in student body than either Annapolis or Air Force and I am delighted. I would think if the physical facility is here; let's turn out good officers! Next year we will have to reduce the size a bit because you are going to find in the discussion that attrition of the upper classes is down, so we can't take in as many plebes. One barracks will be offline for maintenance so we will have to double up some cadets. One hundred twelve black cadets were brought in. Minority cadets, particularly the blacks, are a group that we do have to run a special program of effort. A group of minority officers are TDY to us for a period of time and they are out speaking to various groups. We also send out minority cadets on programs with the Urban League in the summer and we target certain cities. Everybody is after that talented black youngster to go to the university; Harvard, Yale, Dartmouth, and we need them in the Army, because we have a significant number of black soldiers and each ought to have a role model that shows them this is a country made up of that entire spectrum; you can be Chief of Staff of the Army, just as much as Hispanic or French or whatever background you come from. The same is true with women. It is great to see that for the last two years we made no special selection of the female cadets; I think that is a very healthy thing within the Corps. They came in at a higher level. We brought in one hundred seventy-six women, twelve percent. We would like to keep the content of the Corps at about ten percent. So that was a good number. We are down, and we will be down, this year in recruited athletes and that is good. I think the coaches are very much aware that you need to bring in a young person who can make it through the four years. That is not to say we should not take risks with cadets that have great talents in other areas. You don't need always to be the potential Rhodes Scholar. You may have great leadership attributes and we ought to take a risk that we will be able to cover you a bit in an academic area. So we will take risks but I think we are talking prudent risks rather than what were before high risks.

The young person has to put so much time into academics and pay attention to the play book; so I am delighted that the recruited athletes are coming up in quality. You will see in the attrition that the athletes are now just in the average with other cadets, where he ought to be. I am not going to quote what the scores are and how they have gone up, because I am not sure that that proves we are getting a more quality class at all. If I had some number that measured motivation, dedication, I would quote that number; but we don't have one. We are still looking, so if anybody has found something in blood pressure or other measurement of the human that would tell us those things, we could use it.

Retention. We will have a special briefing on retention rates and trends. Attrition had been at the thirty-seven percent rate. We were asked to move that. The class of '84 looks like it will attrite at about thirty-four percent, and we also find that in the next three classes, including the Class of '87, we are going to have lower rates. Minorities and female cadets do

attrite a little higher than the average. But, for the women, I think it is the lack of a support mechanism of the same magnitude. When you are ten percent, you are different than when you are ninety percent. That is why that varsity volleyball team probably has a better retention rate than the norm; because there is a support group. The same is true of blacks. We do have some very fine black support mechanisms, one of which is the Gospel Choir. We will have some discussion of causes for attrition and, hopefully, we will gain some insights from what you think about those points.

Summer Training. Summer training was a great success. I think the upper class has settled into understanding why cadet basic training is the way it is, why the detail doesn't shout. We did have one accident in summer field training. A vehicle backed up and crushed the chest of a cadet. He was evacuated very quickly and he is back full strength; that was the only accident. We had a few cadets who had a problem on the slide for life. They climbed back down; but with extra counseling, they all made it through. You could hear now and then some young female voices, but they all made it. That had to do, I think, with the fact that we had a sergeant out of the 101st who had the ability to motivate the females to go off that tower. CFT and CBT had 1101 cadre, so most of the first class had experience of being the cadet leader in that important training. I went out and saw ROTC camps. I saw three, Fort Lewis, Fort Riley, and Fort Knox. I spoke to the ROTC group at Fort Lewis and they had an idea to combine all of the training at one camp; ROTC/OCS and West Point. I made it known that I don't believe that is a good idea. The drill cadet program was upped again. We had 477 of the second class in that program. I think it is a great one. You never miss a leadership experience when you go out on the drill cadet program: Jackson, Dix, Leonard Wood, Benning, others. I had no cadets reported; that is a first and I will keep my fingers crossed. I don't feel bad if I have one or two each year, but none were reported as having gotten themselves in trouble to the point where the Commander feels he needed to call me. They went off for their military specialty training, so they are probably wearing badges they won for Airborne, etc. A West Point cadet was the first person in the class at survival training at the Air Force Academy. I am sure they give us no points and were probably chagrined to note it was a West Point cadet.

We enlarged, extended, the time of CBT by seven days this year. The Commandant had needs for CFT, so we gave him seven days. He used the seven days primarily to spread the program out a bit and, in CBT, so that the squad leader had more time for counseling. The seven days were used to give us enough time that the cadet can absorb the training. How did we get the seven days? Classes began earlier in August; we kept the exams before Christmas and shortened the Christmas leave.

Construction. The multi-purpose sports center is visibly present in construction to the left of Michie Stadium. We have a great contractor from the State of New York up near Binghamton. He is ahead of schedule and was able to go back and do some modifications of the hockey locker room; we think there is enough money in that contract that the road which is needed in front of the building will be done by the contractor. So, in time, we will have our three thousand seat hockey arena and five thousand seat basketball complex.

I hope when we move out of the old hockey rink we will convert that into an indoor tennis facility. I think that affects our tennis capability. We haven't beaten Navy in many years and I think it is time to get tennis into the winning column.

Army-Navy Football Game. We have the rosters of the host families and designated areas of assembly; bring cadets to a point and bus them to the events. There is the possibility we could go out of Philadelphia again in 1989, but there are real logistics to moving the game to California. I think it is worth the effort. The exposure on the West Coast is something both Academies need. We are not seen that much out there and it has been probably great territory for the Air Force. There are some two hundred USMA cadets from southern California.

Jewish Chapel. Jewish Chapel had the cornerstone laying on the twentieth of September and we should do the dedication late April, early May.

Impact Aid. We will have an update on impact aid. I think the subject is always of interest because it will affect instructors in the permanent faculty and it will affect instructors coming back, although many of the three year instructors don't have a high school age student. But having watched what it did to Europe, where people got the idea that the school system was not of the same quality as Northern Virginia, and would either manipulate to avoid the assignment to Europe or come without families, it was bad for the forces in Europe. It had an affect on morale; West Point must avoid this, we have to have the very best instructors. Last year, by great efforts, the Board wrote and we all were talking with various people in Congress and DOD, the Department of Defense was directed by the Congress to give two hundred thousand dollars through the Department of Education to the Highland Falls School District, which they did. You can't count on that kind of appropriations bill every year. This year it looks like the coverage may be done by the State Legislature of New York. They are trying to make some changes to the law in New York and we are busy to see if we can't make sure that Highland Falls achieves the Section 3, Super A Status. We are almost at the right number. We need a program that is not going to be a fight every year. One we can count on.

Closing. We are looking forward to learning a great deal from the interchange with you.

MATERIAL FURNISHED TO THE 1983 BOARD OF VISITORS

1982 Board of Visitors Report

Rules of the Board of Visitors, September 1979

Admissions Participant Handbook

Current USMA Catalog

MAPP Letter, SUBJECT: West Point's No-Marriage Policy, 29 April 1983

Summarized Minutes of the 1983 USMA Board of Visitors Organizational Meeting

Armed Forces Journal Article on Attrition/Retention

1980 Survey of Graduates

Letter from Mr. Milton H. Hamilton on Impact Aid, 9 May 1983

Memorandum from General (Retired) Davidson on Attrition, 30 May 1983

Letter to Mr. Fish from Department of Education on Impact Aid, 11 July 1983

Information Paper: New South Post (Ladycliff College), 1 August 1983

Letter to Mr. Lasker concerning Cadet Retention/Attrition, 26 August 1983

MAOR Memorandum, SUBJECT: Studies of USMA Graduates, 28 September 1983

Information Paper: Impact Aid, 4 November 1983

