

UNITED
STATES
MILITARY
ACADEMY

WEST POINT, NEW YORK

REPORT
of the
BOARD of VISITORS

DUTY

HONOR

COUNTRY

December 31, 1984

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

TABLE OF CONTENTS

	<u>PAGE</u>
Appointment and Duties of the Board.....	1
Members of the Board.....	1
Executive Secretary.....	2
Preliminary Data.....	2
Public Notice.....	2
Procedures.....	2
Convening of the Board.....	2
Conclusions and Recommendations.....	3

APPENDIXES

1. Summary of Actions Taken in Response to 1983 Recommendations.....	11
2. Summarized Minutes, April 11, 1984 Meeting.....	16
3. Summarized Minutes, July 19-21, 1984 Meeting.....	22
4. Summarized Minutes, November 29-30, 1984 Meeting.....	31
5. Letter Appointing the Executive Committee.....	50
6. Superintendent's Report to the Board.....	51
7. Materials Furnished to the Board of Visitors - 1984.....	57

ANNUAL REPORT OF THE BOARD OF VISITORS
OF THE
UNITED STATES MILITARY ACADEMY, 1984

West Point, New York, December 31, 1984

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

J. Bennett Johnston, Louisiana
James A. McClure, Idaho
Carl M. Levin, Michigan
Paula Hawkins, Florida

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

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).

Lieutenant General (Retired) Garrison H. Davidson; Oakland, California
(Appointed in 1983 to serve through 1985).

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

Mr. William D. Mounger; Independent Oil Producer; Jackson, Mississippi
(Appointed in 1984 to serve through 1986).

Brigadier General (Retired) George B. Price; Springfield, Virginia
(Appointed in 1984 to serve through 1986)

3. EXECUTIVE SECRETARY. Colonel Donaldson P. Tillar, Jr., Special Assistant to the Superintendent for Policy and Planning, United States Military Academy (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 7.
5. PUBLIC NOTICE. In accordance with Section 10 (a) (2) of the Federal Advisory Committee Act (Public Law 92-463), notices of the meetings were 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 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, Building 600, United States Military Academy, West Point, New York.
7. CONVENING OF THE BOARD.
 - a. Role of the Board in 1984. Three meetings of the Board were held during 1984. The first, an organizational meeting, was held in Washington, DC on April 11, 1984. A summer meeting was held at West Point on July 19 through 21; the prescribed Annual Meeting of the Board was held at West Point on 29 and 30 November.
 - b. April 11, Washington, DC. The organizational meeting was held in the Dirksen Senate Office Building and was attended by the five Presidentially-appointed members (a sixth had not been appointed) and five members from the Congress. The purpose of the organizational meeting was to (1) elect officers of the Board, (2) appoint an Executive Committee, (3) discuss activities of Boards at the Naval and Air Force Academies, (4) schedule meetings of the Board for 1984, and (5) identify agenda items of interest to the Board for 1984. Summarized minutes of this meeting are at Appendix 2. The session was open to the public.
 - c. July 19 through 21, West Point, NY. The summer meeting of the Board was held at West Point and covered agenda items identified at the organizational meeting. This meeting was attended by the five Presidentially-appointed members and one member from the Congress. A quorum (7 members) was not achieved. Summarized minutes of this meeting are at Appendix 3. The meeting was open to the public.
 - d. November 29 and 30, West Point, NY. The Annual Meeting of the USMA Board of Visitors was held, as required, at West Point. The purposes of this meeting were (1) to review agenda items from the summer meeting, (2) discuss any new topics requested by members, and (3) draft the 1984 Report to the President. This meeting was attended by five Presidentially-appointed members and three members from the Congress. The sixth Presidential appointee to the

Board was telephonically identified to the Executive Secretary on November 28, 1984 but was unable to attend this meeting. Nevertheless, quorum was achieved and the draft Report was approved by the members present. Summarized minutes of this meeting are at Appendix 4. The meeting was open to the public.

8. SUPERINTENDENT'S ANNUAL REPORT TO THE BOARD. See Appendix 6.

9. CONCLUSIONS AND RECOMMENDATIONS:

a. General Conclusions: Members of the Board of Visitors who participated in meetings of the Board in Washington, D.C. (April) and at West Point (July and November) are confident in reporting that, in those areas of interest explored by this Board, the United States Military Academy is effectively and efficiently performing its mission. The Academy has addressed recommendations of the 1983 Board of Visitors and is continuing to move in the right direction in matters of retention, discipline, and modernization of academic facilities.

This Board is pleased to note the acquisition by the Academy, in June 1984, of the Ladycliff College campus. This is the first important step in the Academy's plan to modernize its academic plant. This Board, as did the 1983 Board, strongly supports favorable budgetary decisions at Departments of Army and Defense to keep the Academic Facilities Master Plan (The Hillier Group, September 1983) on track.

The Board is also pleased to note the continued progress in construction of the Multipurpose Sports and Physical Development Center adjacent to Michie Stadium. This needed facility has been supported by several past Boards of Visitors.

Construction of the West Point Jewish Chapel was completed during the tenure of this Board. This magnificent facility, a gift to the Academy, culminates efforts begun over eighteen years ago during the Superintendency of General Donald V. Bennett by dedicated citizens of the Jewish faith. This chapel now sets in place houses of worship for the three major faiths, Protestant, Catholic and Jewish. This Board affirms the position of the 1983 Board that no additional houses of worship are presently needed by the Academy.

Academic Year 1984-1985 is the fourth year of the Academy under the Superintendency of Lieutenant General Willard W. Scott, Jr. The Board is impressed with his knowledge and devotion to the Academy and with his concern for the total environment of cadets. He has everyone's respect, is extremely popular, has a wonderful personality, a winning manner, and expresses himself well. In addition to all these attributes, General Scott has another tremendous asset; his highly intelligent, considerate, and charming wife, Justine Scott. General Scott provides the United States Military Academy with excellent leadership.

Since it was founded in 1802, the United States Military Academy has had 52 Superintendents. Thirteen Superintendents out of 52 (exactly 25%) have served more than four years. General Scott is doing a remarkably fine job of leadership at the Academy and the Board strongly recommends that General Scott be asked to remain in his present post for two more years.

The Dean, Brigadier General Frederick A. Smith, Jr., is to be commended for his efforts in successfully preparing the academic departments for review and accreditation of four engineering programs by the Accreditation Board for Engineering and Technology (ABET). Dean Smith is also to be commended for leadership exercised over his staff in the continuing evolution of the Academy's dual tracked curriculum.

The Board would like to commend Colonel Donaldson P. Tillar, Jr., Special Assistant to the Superintendent for Policy and Planning, and Executive Secretary to the Board of Visitors, for his fine job in guiding the Board members through all the rules, regulations and reports necessary to their duties. Colonel Tillar is most efficient and patient in his handling of the Board when they visit the Academy.

b. Specific Conclusions and Recommendations:

(1) TOPIC: Means to Achieve Increased Congressional Participation

CONCLUSION: Absenteeism of members of the United States Military Academy Board of Visitors in past years has resulted in some Board of Visitors meetings taking place without a quorum (7 members). It further appears that a preponderance of those absent board members are from the Congress.

While the press of duties of public office may preclude congressional attendance at some meetings, a fact anticipated by the Rules of the Board of Visitors, some past meetings have been occasions of significant congressional nonappearance.

The Board notes that several congressional members absent from regularly scheduled past meetings have sent staff members in their stead. These staff members have been productive and interested participants in the meetings, but are prohibited by the Rules from voting in the member's place. While the Board recognizes that staff members can serve as valuable participants and communicators of Board discussions and findings, the prolonged absence of principal members has hampered accomplishment of substantive Board business.

Seven members are required to be present for the Board to conduct proceedings and to make recommendations to the President. Without a quorum at Board meetings, government funds spent on those attending Board members are not wisely utilized. Further, as a service to the nation, attending members take time away from civilian pursuits to participate in Board meetings. Often members will travel great distances only to find the Board convening without its full complement of members.

Although the overall functioning of the Military Academy has not been directly affected to date by the absence of members, this chronic deficiency in attendance is clearly a concern to the Board. At this time, nonparticipation by the Board's congressional membership has had a greater impact on the internal functioning and morale of the Board of Visitors than on the Military Academy. Without a quorum and unable to attend to the business of oversight and recommendation as it is charged by law to do, the Board is reduced in its stature to an observational role. Besides insuring a quorum at Board meetings, the participation by congressional members in reviewing matters involving West Point adds luster to the institution and additional knowledge to the collective wisdom of the Board. Also, having elected representatives participate on the Board provides a larger perspective of events and an important link to Washington. This latter contribution by the congressional members of the Board is particularly vital; the American people whose sons and daughters attend the Military Academy should be assured of their representatives' watchful care.

RECOMMENDATIONS: The Board of Visitors acknowledges that Board members who are in Congress face many constraints. The Board is also keenly aware of this fact during an election year. However, the Board strongly recommends that before an appointment is made to the Board of Visitors the appointing official, in selecting appointees, give great weight to the interest and likelihood of attendance at regularly scheduled Board meetings. Service on the Board of the Military Academy at West Point should be regarded as a serious part of his or her duties. When good faith efforts fail to allow a congressional member to attend a regularly scheduled Board meeting (usually adjusted in consideration of the congressional schedule), attendance by a staff member is desirable.

Further, the Board suggests that at least one of the elected governing members of the Board, either the Chair or Vice Chair, should be a congressional member.

(2) TOPIC: Role of the Board of Visitors and Quorum Requirements

CONCLUSION: Periodic reevaluation of the role and proper functioning of any governing board is vital to our democratic system. The role of the Board of Visitors as set forth in the United States Code is one of inquiry into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods and such other matters relative to the Academy that the Board decides to consider. Discussion of this role provided certain pertinent observations among which were that the Board should always provide to the President an independent assessment of the activities at West Point, that the Board's agenda cover items of interest both to the Board and the Superintendent to make certain the needs of the Academy are met, and that members be committed to devote the time necessary to carrying out the Board's responsibilities.

RECOMMENDATIONS: Appointees to the Board of Visitors by the President should continue to be selected from among those citizens who have an abiding faith in and interest in the welfare of the Academy and this nation

and who are willing to commit the time necessary to proper inquiry into the Academy's affairs. Appointees from the legislative branch should be instructed by their respective appointing authorities that acceptance of the appointment constitutes a commitment to devote time to the Board of Visitors' and Academy's interests.

Further, the Board recommends that the number required for quorum be changed from 7 to 6.

(3) TOPIC: Admissions and Attrition

CONCLUSION: The cumulative increase in applications for the last five years is an unprecedented 45 percent. Class quality and competitiveness for the last two years have sparked national media interest and resulted in West Point's inclusion as one of the "hot colleges" in a recent New York Times Magazine cover story. The Admissions Office should be commended for these unusual successes of the past two years.

It was a big step in the right direction when the Class of 1984 graduated with an attrition rate of 32.6%. Attrition of the Class of 1985 is expected to be about 30%. The Board believes that it is worthwhile working for a rate below the DA goal (30%). Two-thirds of all attrition is due to resignation. The Board believes that a significant percentage of the resignations is a result of cadets resigning because of their feeling that they cannot keep up with the very heavy requirements and that they will be involuntarily separated. It is a high point in a Cadet's life to be accepted by West Point - family, friends and community celebrate the event. After all the congratulations on acceptance by the Academy, the cadet dreads the humiliation of dismissal and decides it is less humiliating to resign than to be dismissed. Also, cadets correctly feel that it is easier to get into another college after resigning from West Point rather than being dismissed. Motivation for applying to USMA also has a bearing on retention. We believe that the United States Military Academy should continue in its present posture of getting the best young people in this country into the plebe class, and then doing everything reasonable to keep them and help them graduate. We know that General Scott has done, and is doing, a great deal to teach and carry out this philosophy.

RECOMMENDATIONS: That the Academy continue its efforts to understand attrition and its implications for the admission of candidates; that the Academy strive to bring attrition below the Department of the Army goal of 30%. Further, that congressional offices closely examine the motivation of potential congressional nominees.

(4) TOPIC: The USMA Curriculum

CONCLUSION: The Board was informed that development of the tracked curriculum and adoption of optional majors has brought about major changes in the USMA academic program. Additionally, the Board was thoroughly informed about the deficiencies in reading and writing of some new cadets and the USMA programs to remedy them. The Department of English steadfastly

maintains that a solid foundation in grammar is fundamental to good written communications in any field. The study of history, with especial emphasis on military history and philosophy, was explored with military history approaching the number of hours attained prior to 1976. The role of the Academic Board in the governing structure of the Academy was extensively covered.

RECOMMENDATIONS: The authorities at the USMA should be continually on the alert to determine the efficacy of the dual track system with its concomitant optional majors. Quintessentially, USMA is a Military Academy and not a normal university; it, therefore, cannot conduct learning and development programs to compete exactly with civilian universities. The Academy also must be alert to reading and writing deficiencies in today's youth and should conduct a survey of Graduates to determine its effectiveness in developing these talents. Additionally, since this is a Military School, the time devoted to the teaching of Military History and Philosophy should be maximized to the extent practical. Finally, the primacy of the Academic Board pertaining to the curriculum must be recognized and strengthened.

(5) TOPIC: Athletic Recruiting and Army Football

CONCLUSION: Recruiting, admissions, and tutoring are completely tied together with the five pillars of cadet life - honor, academic, athletic, military, and social development. If one is out of harmony, the others can't work at peak efficiency. Right or wrong, football goes a long way in determining a college's image. Army football seems to be turning around after ten bad years in which Army won one game out of ten played against Navy. In the last five years, Army won one game out of ten played against Navy and Air Force. The Board has reason to believe that Air Force and Navy work hard to admit and retain football players. Navy offers tutoring in the evenings, ostensibly for all midshipmen, but also for football players. We feel that as far as recruiting and tutoring football players by Army, Navy and Air Force, the standards should be the same. Until they are, Army will be playing its sister academies under unfair restrictions. Another ten years of losing to Navy and Air Force would be, in our opinion, a bad blow to the image and morale of the U.S. Military Academy.

RECOMMENDATIONS: That the Academy develop a more effective tutoring system; that the Academy actively continue its recruiting programs for athletes with the same due regard for Academy standards.

(6) TOPIC: Cadet Basic Training and Discipline

CONCLUSION: A high standard of discipline is so basic to the military service that the Board decided to review the current program for the development of that element of military character. Limitations of time and resources restricted the Board's study to the initial introduction of new cadets to the military service, now known as cadet basic training, and fondly remembered by graduates as "beast barracks". The Board found that a portion of the time formerly devoted to the traditional method of developing discipline is now devoted to the development of combat skills. The Board is also well aware of the current national concern over the low level of discipline in the

reservoir of American youth from which the Academy annually draws its new cadets. These circumstances would seem to dictate an increased emphasis on discipline at the Military Academy, particularly at the outset.

RECOMMENDATION: The Board recommends that the Academy make a periodic comprehensive review of discipline.

(7) TOPIC: The Commandant of Cadets

CONCLUSION: The Board came to West Point last summer during the main training period anticipating further discussion of the subject with the Commandant. It found that exceptionally fine officer gone, transferred to another assignment at higher rank after two years at the Academy. The position of Commandant should not be viewed as a stepping stone to higher rank or greater responsibility, but looked upon as one of the most important assignments at either Brigadier or Major General grade in the Army, certainly at least comparable to commanding most any division. West Point's most important product is military character: Duty-Honor-Country; sacred to graduates, the soul of the regular Army. Graduates carry military character, duty, honor, country, into the service to give the Regular Army this moral underpinning. Excepting the Superintendent, the Commandant is the person at West Point most directly responsible for the character of the product. Military training, in its full sense, is an important component of military character. Once again, for the tenth time in twenty years, just as the incumbent was learning his job, the commandant was transferred. The office of the Commandant of Cadets is unique in the Army. There is no other like it. The Board considers it unwise for such an important office to be continually in such a state of flux.

RECOMMENDATION: The Board recommends that the tour of duty as Commandant of Cadets be established at three years, even if this involves promotion to higher rank during the tour. General Davidson believes that a four year tour is more appropriate.

(8) TOPIC: Stability

CONCLUSION: Stability, not of inquiry, but of the circumstances for inquiry, is essential to the proper institution of higher learning. At a public school, particularly one that by its nature relies heavily on equality, traditions and customs, stability is vital. The Academic Board historically has been the single stabilizing agent providing memory at West Point. The 1976 so called cheating incident and its aftermath was a severe blow to the self confidence of this critical element of Academy governance. The Board notes with great approbation the early recognition of the situation by the current Superintendent and his prompt announcement of stability as a priority objective during his tour of duty at West Point.

RECOMMENDATION: The Board agrees that the Academy needs "a period of reinforcing, believing in 'itself' and acting that way" and urges that such a policy be given priority consideration in all appropriate circumstances.

(9) TOPIC: Impact Aid for Highland Falls Schools

CONCLUSION: The Highland Falls/Fort Montgomery School District is responsible for educating, in grades 9 through 12, dependents of military and civilian personnel living on West Point. The school district presents a unique situation as it is completely surrounded by military or interstate park lands and is unable to expand (or regain) its tax base. The Board of Visitors has been involved for the past three years in this dilemma because the deep cuts in the level of funding for Federal Impact Aid impacts the quality of education available to youngsters residing at West Point and, ultimately, the ability of West Point to attract a quality faculty. Supplemental appropriations by the Congress have made up the shortfall for school years 1982-83 and 1983-84. This year the House Appropriations Committee expressed its unwillingness to continue this practice.

Previous Boards have recommended that a long term solution to this problem be worked out within the various departments of the Administration. Last year's Board recommended a "Section 6 contractual arrangement" that would allow the Department of Defense (DOD) to pay per-pupil costs of educating West Point students in the high school. This Board strongly supports this recommendation; see Inclosure 2 of Appendix 3.

RECOMMENDATION: It is urgent that the Administration implement a contractual arrangement under Section 6 PL 81-874 which allows DOD to reimburse the Highland Falls/Fort Montgomery School District for per-pupil costs in educating students residing at West Point and attending the James I. O'Neill High School effective the 1984-85 school year.

1984 USMA BOARD OF VISITORS



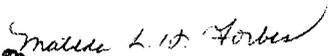
BERNARD J. LASKER
Lasker, Stone & Stern
New York, New York
Chairman
1984 USMA Board of Visitors



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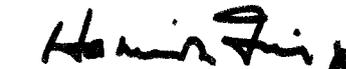
GARRISON H. DAVIDSON
LTG, U.S. Army, Retired
Oakland, California



MATILDA L. H. FORBES
Mill Valley, California



WILLIAM D. MOUNGER
Jackson, Mississippi



HAMILTON FISH, JR.
United States House
of Representatives



TOBY RUTH
United States House
of Representatives

SUMMARY OF ACTIONS TAKEN IN RESPONSE TO 1983 RECOMMENDATIONS. As of
30 November 1984.

a. Title and Date of Report: United States Military Academy Report of the Board of Visitors, December 1, 1983.

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 1983 Report 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.

USMA RESPONSE: In May 1984 the Military Academy established a research plan to support the development of a sophisticated data base to assist in the analysis of causes of cadet attrition. The plan evaluates the feasibility of using exit interviews to augment a newly-developed exit questionnaire which is given to each resigning cadet. The results of the interviews will be matched with results taken from the questionnaires and compared to attitudes/opinions held by cadets who remain at USMA. The final objective of the research plan is to determine if attitudes held by resignees differ in any quantifiable manner from attitudes held by stayers, and if so, if those attitudes can be matched to characteristics of candidates who apply for admission to the Military Academy. There are significant problems associated with conducting interviews with ex-cadets several months after they have left the Military Academy. Two of these problems, reliability of resignee response, and relationship of responses to the USMA environment, will be addressed in the research plan. Other problems such as difficulty in finding ex-cadets, cost of interviewers' travel, and sample size will also be addressed in the final report, scheduled for mid-1985.

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

USMA RESPONSE: Concur

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.

USMA RESPONSE: Concur

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.

USMA RESPONSE: Systems are in place to receive funds and execute work or contracts rapidly.

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).

USMA RESPONSE: The purchase of Ladycliff College was been completed in June 1984. Projects to make necessary alterations and modifications to Ladycliff College and to facilities in the central cadet area in support USMA academic modernization are currently programmed in the Army's Military Construction Program.

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.

USMA RESPONSE: Concur

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.

USMA RESPONSE: USMA and Department of the Army concur with the Board's recommendation concerning resolution of this long-standing problem. The Superintendent has voiced his support for a number of alternatives initiated by the Highland Falls/Fort Montgomery Central School District to include the Section 6 contractual arrangement. A remedy is presently being sought through Departments of Defense and Education channels.

TOPIC: Graduate Survey

CONCLUSION: No additional action is appropriate at this time.

RECOMMENDATION: None

USMA RESPONSE: Concur

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.

USMA RESPONSE: In March 1984 the Chief of Staff of the Army charged a committee of senior Army officers to examine the disciplinary system at USMA. The purpose of the examination was to:

- Determine if the system is adequate to meet the needs of the Army in terms of standards expected of new lieutenants.
- Determine whether or not the system is applied fairly to all cadets.
- Review with special emphasis those provisions pertaining to first classmen.
- Look at privileges and how they relate to the Disciplinary System.
- Review and comment on a proposed change to Regulations, USMA concerning the Cadet Disciplinary System.

The Committee was chaired by General Roscoe Robinson, Jr. Other members were Lieutenant General Robert L. Moore, Major General Frederic J. Brown and Colonel Mary C. Willis. The Committee's final report resulted in 18 findings and recommendations and 13 observations. USMA has taken action in all areas and submitted a final report to HQ, DA in September 1984.

As a result of the Disciplinary Review Committee's report, the following major actions have taken place:

- USCC Reg 351-1 (Cadet Disciplinary System) and USCC Reg 600-1 (Regulations for the Corps of Cadets) have been revised, incorporating many of the recommended changes.
- Policies and programs related to alcohol education and use were revised and strengthened.

- Concept for Duty Development has been strengthened by renewed emphasis and training with Company and Regimental Tactical Officers.

A comprehensive briefing concerning the Disciplinary Review Committee's observations, recommendations and actions taken was provided to the Board of Visitors during their November 1984 meeting.

SUMMARIZED MINUTES
1984 USMA BOARD OF VISITORS
ORGANIZATIONAL MEETING
April 11, 1984, Washington, DC

1. CONVENING OF THE BOARD. The Organizational Meeting of the 1984 USMA Board of Visitors (BOV) was convened by the interim Chair, Mr. Bernard Lasker, at 9:15 a.m., April 11, 1984, in Room SD 124, Dirksen Senate Office Building, Washington, DC. Members of the Board present, in addition to the interim Chair, included Mr. Slease, General Davidson, Ms Forbes, Mr. Mounger, Senator Levin, Representatives Fish, Dixon, Hefner, and Martin (Representative Hefner had to depart shortly). Senator Hawkins joined the meeting later during the session. Also present at the meeting representing members of the BOV were Nancy Norell (Senator McClure), Jim Rodenburg (Senator Hawkins), Skip Walton (Senator Johnston), Georgeann Way (Representative Roth), Rodney Rideau (Representative Dixon) and Paris Fisher (Representative Hefner). Lieutenant General Willard W. Scott, Superintendent, USMA; Mr. Milton Hamilton, Administrative Assistant to SECARMY; Colonel Richard Reynard and Major Tim Naccarato from Army Legislative Liaison; and Lieutenant Colonel Douglas Sims from the Office of the Army Deputy Chief of Staff for Personnel were present. Colonel Tillar, Executive Secretary of the BOV, was present as was his assistant, Captain David Coleman.
2. OPENING COMMENTS. Mr. Lasker opened the meeting with brief remarks, especially thanking the Congressional members for their attendance. Colonel Tillar noted that a quorum was present.
3. ELECTION OF OFFICERS. A quorum being present, Mr. Lasker, interim Chair, opened the floor for nominations for Chair. Mr. Slease nominated Mr. Lasker; General Davidson seconded. There being no other nominations, Mr. Lasker was elected Chairman of the Board of Visitors for 1984. Mr. Lasker next opened the floor for nominations for Vice Chair and nominated Mr. Slease. General Davidson seconded. There being no other nominations, Mr. Slease was elected Vice Chairman of the Board for 1984.
4. SELECTION OF THE EXECUTIVE COMMITTEE. Following the election of officers, Mr. Lasker appointed the following as members of the Executive Committee of the BOV: in addition to the Chairman (ex officio) and Vice Chairman (ex officio), General Davidson, Ms Forbes, Senator McClure and Representatives Fish and Martin. These appointments received consent of the Board; the appointments are contingent upon each individual's agreement to serve.
5. INTRODUCTION OF THE AGENDA. The Executive Secretary, Colonel Tillar, presented the agenda (modified) for approval by the Board. The agenda attached as Inclosure 1 was accepted without objection.
6. DISCUSSION OF USNA AND USAFA BOV ACTIVITIES. Pursuant to instructions of the 1983 Board, the Executive Secretary had provided copies of the BOV Reports of the Naval and Air Force Academies to members for their review prior to this meeting. The Executive Secretary also invited representatives

from the Navy and Air Force to this meeting to address the Board. Colonel Tillar introduced Rear Admiral (Retired) Robert McNitt, Dean of Admissions at the Naval Academy, who serves as Executive Secretary to the Naval Academy's BOV. Admiral McNitt spoke to the Board at some length, outlining the organization (several subcommittees), activities and schedule of the Navy BOV. Similar to the USMA Board, the Navy's Board holds a spring organizational meeting and an annual meeting in the fall each year. Admiral McNitt responded to questions from Board members; in response to Mr. Slease, acknowledged that the Naval Academy normally identifies agenda items for the Board. Colonel Tillar next introduced Major David Keith from the Air Staff in Washington who monitors activities of the Air Force Academy's BOV. Major Keith addressed the Board, using the fact sheet attached (Inclosure 2), and outlined the organization, activities and schedule of the Air Force Board. Major Keith noted that for several years a Congressional member of the Board, Senator Goldwater, has served as Chairman of the BOV. He also noted that the required annual meeting takes place in the spring of the year with an informal follow-up meeting in the fall. Major Keith responded to questions from Board members. Considerable discussion about participation by Congressional members of the several Boards took place. This portion of the agenda concluded with a statement by the Executive Secretary that he awaited further instructions from the Board as to additional contacts with the other BOVs. At this time, no additional requirement was identified.

7. MEETING FORMAT FOR 1984. After some discussion the Board elected to follow the format of an organizational meeting in Washington in the spring, a working meeting at West Point in the summer, and the required annual meeting at West Point in the fall.

8. SCHEDULE OF ADDITIONAL MEETINGS. The Board next turned its attention to selection of dates for the summer and fall (annual) meetings. Representative Fish suggested the period 19 through 22 July. After considerable discussion the Chairman, with consent of the members present, selected 19, 20 and 21 July 1984 for the summer meeting. The Executive Secretary suggested, at this point, that before selecting dates for the fall meeting the Board should address the basic question of whether a meeting in the months before the 1984 General Election had a good probability of getting Congressional member participation. The consensus of the Congressional members and staff representatives present was that a meeting after the election stood a better chance of getting Congressional participation. Several Presidential appointees to the Board agreed; General Davidson argued for an earlier meeting. The Chairman decided that a meeting after the election was best; General Scott suggested 29 and 30 November. General Scott further offered that, if the Army-Navy football game was played on 1 December, those members who desired to do so could join the USMA official party at the game following the meeting. After some additional discussion the dates of 29 and 30 November 1984 were selected for the fall meeting.

9. LUNCH. The members recessed for a light buffet luncheon served in the meeting room.

10. IDENTIFICATION OF AREAS OF INTEREST FOR EXPLORATION BY THE 1984 BOARD.

After Lunch the Board turned its attention to identification of agenda items for 1984. The 1983 BOV had recommended admissions and retention for consideration by the 1984 Board. The Board accepted this recommendation. General Scott suggested that a natural follow-on to the admissions agenda item would be Cadet Basic Training. The Board agreed to include CBT in the summer meeting agenda. Representative Fish suggested that the Board be advised of the continuing issue of Impact Aid facing the Highland Falls-Fort Montgomery School District. Mr. Mounger indicated a personal interest in the Honor System and the program of instruction in English, but did not feel that these items required immediate Board attention. Ms Forbes offered three items:

(1) consideration of means to achieve increased Congressional member participation in the Board meetings, (2) a review of the role of the Board of Visitors, and (3) a discussion of the USMA and ROTC scholarship "cross fertilization." Insert: Mr. Slease remarked that comments on the role of the Board by SECARMY, the Chief of Staff, and USMA should be included in the discussion. General Davidson indicated three areas of concern: (1) the emphasis on discipline in Cadet Basic Training, (2) stability and outside interference in governance of USMA, and (3) the sufficiency of attention to military history in the USMA curriculum. Mr. Slease offered no additional items but asked the Executive Secretary to circulate to the Executive Committee the Academy's proposed agenda for the summer meeting. Mr. Lasker indicated two items for consideration: (1) retention and (2) recruiting for competitive athletic programs. There being no further items, the Executive Secretary was given the task of pulling these concerns into a coherent agenda and presenting meeting agendas for consideration by the Executive Committee as soon as possible.

11. CLOSING REMARKS. The Chair asked General Scott if he cared to make any closing remarks. General Scott responded by saying that the Academy would brief the Board during one of its meetings on the fall '83 DA Inspector General visit, and the recently concluded DA review of the Cadet Conduct System. He also suggested that the Board meet with the Academic Board. General Scott then touched on the topics of graduate performance (including women), leadership development, construction and acquisition (Jewish Chapel, Sports Facility, Ladycliff), academic facility upgrade, admissions, graduation 1984, branching of cadets into the combat arms (USMA achieved an 87% level), and honor, conduct and misconduct. Mr. Lasker responded by thanking General Scott and Mr. Hamilton for their attendance. The Chairman also noted with pleasure the participation of the Congressional members at this meeting and urged continued strong member presence at all BOV meetings.

12. ADMINISTRATIVE MATTERS. There being no further business, the organizational meeting of the 1984 USMA Board of Visitors was adjourned at 2:00 p.m.



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



BERNARD J. LASKER
Chairman,
1984 Board of Visitors

AGENDA
USMA BOARD OF VISITORS
ORGANIZATIONAL MEETING
9:30 A. M.
Wednesday, April 11, 1984
Room SD124, Dirksen Senate Office Building

- | | |
|---|--------------------------------|
| I. Introduction of Members | Executive Secretary |
| II. Opening Comments | Interim Chair |
| III. Election of Officers | Interim Chair |
| IV. Selection of Executive Committee | Chair |
| V. Introduction of Agenda | Executive Secretary |
| VI. Discussion of USNA and USAFA BOV Activities | USNA and USAFA Representatives |
| VII. Meeting Format for 1984 | Executive Secretary |
| VIII. Schedule of Additional Meetings | Executive Secretary |
| .Summer | |
| .Annual | |
| IX. Luncheon | Executive Secretary |
| X. Identification of Areas of Interest for
Exploration by 1984 Board | Board/Executive
Secretary |
| XI. Closing Remarks | Chair |
| XII. Administrative Matters | Executive Secretary |

UNITED STATES AIR FORCE ACADEMY
BOARD OF VISITORS

AUTHORIZED BY 10 USC 9355

§ CONSTITUTED ANNUALLY

§ CHAIRMAN OF THE COMMITTEE ON ARMED SERVICES OF THE SENATE
OR HIS/HER DESIGNATED REPRESENTATIVE

† SENATOR GOLDWATER (1982/1983 BOARD CHAIRMAN)

§ THREE MEMBERS APPOINTED BY THE VICE PRESIDENT

† SENATORS EXON, HUDDLESTON, AND STEVENS

† TWO FROM COMMITTEE ON APPROPRIATIONS OF THE SENATE

§ CHAIRMAN OF THE COMMITTEE ON ARMED SERVICES OF THE HOUSE
OF REPRESENTATIVES OR HIS/HER REPRESENTATIVE

† REPRESENTATIVE BYRON

§ FOUR MEMBERS APPOINTED BY THE SPEAKER OF THE HOUSE OF
REPRESENTATIVES

† REPRESENTATIVES DICKS, FOLEY, KRAMER, AND LEWIS (CA)

† TWO FROM THE COMMITTEE ON APPROPRIATIONS

§ SIX MEMBERS APPOINTED BY THE PRESIDENT FOR THREE YEAR
TERMS

† MR TERRY O'DONNELL, MR HENRY SAYLER, MR JULIAN
NEIMCZYCK, MRS LYNDA SMITH, AND MR MIKE O'CALLAGHAN

† ONE VACANCY YET TO BE FILLED FOR 1984 BOARD

1984 MEETINGS

§ 1984 ANNUAL MEETING AT USAF ACADEMY MAY 10-12, 1984

§ INFORMAL FOLLOW-UP MEETING IN THE FALL AT THE ACADEMY ON A
DATE TO BE DETERMINED

§ BOARD MEMBERS TO BE INVITED TO OBSERVE BASIC CADET
TRAINING IN AUGUST 1984

BOARD MEMBER FUNCTIONS

§ STATUATORY DUTIES TO OBSERVE MORALE, DISCIPLINE,
FACILITIES, CURRICULUM, FISCAL AFFAIRS, AND ACADEMIC
METHODS.

Inclosure 2

§ MEMBERS OFTEN ASKED TO FILL SPECIAL ROLES FOR ACADEMY

† GUEST SPEAKERS/SPECIAL CEREMONIAL GUESTS OF HONOR

† MEMBERS OF SPECIAL REVIEW/SELECTION BOARDS

† PROVIDE CONSULTATION WITH THE SUPERINTENDENT ON
MATTERS OF MUTUAL CONCERN

BOARD ADMINISTRATION

§ USAF ACADEMY ACTIVITIES GROUP/AIR FORCE DEPUTY CHIEF OF
STAFF FOR MANPOWER AND PERSONNEL/PENTAGON IS EXECUTIVE
AGENT FOR BOARD MATTERS FOR THE SECRETARY OF THE AIR FORCE

† COORDINATES MEETING SCHEDULES, TRANSPORTATION, AND
FINANCES

† PREPARES NECESSARY NOMINATION PACKAGES/DOCUMENTS AND
FEDERAL ADVISORY COMMITTEE DOCUMENTATION

§ USAF ACADEMY PLANS AND HOSTS MEETINGS

† PROVIDES ESCORT OFFICERS, FACILITIES, AND OTHER
REQUIRED SUPPORT

† DRAFTS ANNUAL REPORT BASED ON COMMENTS OF BOARD
MEMBERS

FOR FURTHER INFORMATION CONTACT:

§ LT GEN WINFIELD W. SCOTT, JR
SUPERINTENDENT
USAF ACADEMY
COLORADO SPRINGS, COLORADO 80840
(303) 472-4140

-OR-

§ COL JOHN FER
CHIEF, AIR FORCE ACADEMY ACTIVITIES GROUP
AF/MPPA
PENTAGON, DC 20330
(202) 695-4005

SUMMARIZED MINUTES
1984 USMA BOARD OF VISITORS
SUMMER MEETING
July 19 through 21, 1984, West Point, NY

1. CONVENING OF THE BOARD. The summer meeting of the 1984 USMA Board of Visitors (BOV) was convened by the Chairman, Mr. Bernard Lasker, at 8:30 a.m., July 19, 1984, in the Superintendent's Conference Room, Building 600, West Point, New York. Members of the BOV present were: Mr. Lasker, Mr. Clyde Slease, Ms Matilda Forbes, General Garrison Davidson, and Mr. William Mounger. Members not present but presented by staff were: Senator Carl Levin represented by Betty Ash, Senator Paula Hawkins represented by Jim Rodenberg and Representative Julian Dixon by Rodney Rideau. The Executive Secretary, Colonel Donaldson Tillar, was present; a quorum (7 members) did not exist. Also present for the opening of the meeting were Lieutenant General Willard Scott, Superintendent, USMA; Mr. Milton Hamilton, Administrative Assistant to the Secretary of the Army; Lieutenant Colonel Douglas Sims from the Office of the Army Deputy Chief of Staff for Personnel; and Major Tim Naccarato from Army Legislative Liaison.
2. OPENING COMMENTS. After identification for the record of members present and brief administrative remarks by the Executive Secretary, Mr. Lasker opened the meeting by thanking General Scott and the Academy for hosting the Board, emphasized that the Board had a full agenda for the next two and a half days, and asked the members to be brief and to the point in their observations, questions and comments. Mr. Lasker asked if General Scott had any opening remarks to make; General Scott indicated that he preferred to comment as the agenda progressed.
3. INTRODUCTION OF THE AGENDA. Colonel Tillar offered a proposed agenda for approval. The agenda attached as Inclosure 1 was accepted without objection.
4. BOARD DISCUSSIONS.
 - a. Means to Achieve Increased Congressional Participation. Colonel Tillar introduced the first agenda item, a discussion of means to improve participation in BOV meetings by members of the Board from the Congress. This agenda item had been identified at the Organizational Meeting in April 1984 by Ms Forbes. Colonel Tillar first asked for comments by Major Naccarato from Legislative Liaison. Major Naccarato explained why several Congressional members of the BOV had to make last minute changes in their plans to attend this meeting. Major Naccarato offered the following suggestions to the Board: avoid scheduling meetings of more than 1½ - 2 days duration, coordinate the meeting schedule with the Congressional calendar, consider including Congressional member(s) in leadership positions on the BOV and urge appointing authorities in the Congress to appoint members who appear willing to devote time to Board meetings. Colonel Tillar next asked General Scott to comment. General Scott supported the recommendations from Major Naccarato but noted that this was not

a new problem for the Board, that Congressional staff participation does accomplish some of the objectives of personal attendance by the Congressional members, and that perhaps the BOV should attempt to focus efforts to achieve attendance (and quorum) at the essential portion of the required annual (fall) meeting, using Congressional staff to ensure that the members were aware of previous Board discussions. Mr. Lasker asked for comments from Board members. Ms Forbes outlined her concerns and expressed disappointment that last minute cancellations has precluded the anticipated level of attendance for this meeting. A lively discussion followed during which staff representatives of Congressional members offered several suggestions and comments, principally that only the press of duties precluded attendance of the members, that the interest was certainly there, and that each Congressional member not attending should, as a minimum, be represented by a staff person. General Davidson proposed consideration of restructuring the BOV to nine members appointed by the President from various vocations and backgrounds, to include Academy graduates, educators, scientists, and social scientists. At approximately 9:30 a.m. Representative Hamilton Fish arrived, bringing the number of members present to six. Ms Forbes briefly reviewed the discussions to this point. Additional discussion followed with the Board concluding that a near term change in the BOV's composition was unlikely (it would require a change to the U. S. Code) and that the Board would press efforts to increase attendance at the fall meeting. Mr. Fish promised to use his good offices in this effort.

b. Role of the Board of Visitors. Colonel Tillar introduced this agenda item which was identified at the Organizational Meeting by Ms Forbes and Mr. Slease. Colonel Tillar asked for comments by Mr. Hamilton, representing the Secretary of the Army. Mr. Hamilton made three points. (1) He stated that the Board's major role, in keeping with the public law, is to provide the President, through Department of the Army, an independent assessment of the activities at West Point. (2) The agendas for Board meetings should consist of items of interest to both Board members and the Superintendent, thereby insuring that the needs of the Academy are met and the role of the Board to provide independent assessment is maintained. This will allow for the preparation of a meaningful report which is thoroughly reviewed by Department of the Army and Department of Defense before it goes to the President for approval. (3) Congressional members should view West Point as an integral part of their constituency and therefore take an active role in Board activities. Although DA does not view the Board as a lobbying group, active Congressional members can monitor issues of interest to West Point that are under consideration by the Congress. If necessary, they can arrange for a briefer to come from West Point, or the Army staff, to help inform other members of Congress on issues concerning the Academy and its programs. General Scott commented on his perspective of the Board's role. He stated the Board's role should be one of oversight and that the agenda should continue to be comprised of subjects identified by the Academy and by the Board. Congressional members who are active should be able to assess whether or not the government's investment in the Academy is well spent, make reports to their colleagues, and seek their colleagues' assistance for important programs as necessary. When the topic was opened for discussion, Mr. Slease stated that the Board should periodically stop and insure that it

is operating within its written charter and that these important issues are being treated in the fashion that best serves the Academy and the nation. Mr. Lasker reiterated the importance of the Board's role in formulating the agenda for meetings. Mr. Fish stated that Board members must be committed to devoting the time necessary to carrying out its responsibilities. After some further discussion, it was agreed that the Board should continue to operate within its written charter and be prepared to get involved in any matters necessary to insure the smooth operation of West Point.

c. DAIG Inspection of USMA. Major D. L. O'Connell, the Acting Inspector General for West Point, presented a detailed briefing on the findings, recommendations and actions taken from the 1983 Special Inspection of the US Military Academy by the Department of the Army Inspector General's office. Discussion and questions centered around honor and the absence card, academic tutoring and counseling, the graduate/non-graduate composition of the faculty, Accreditation Board for Engineering and Technology (ABET) accreditation of the four academic program, and remedial reading and mathematics programs. The Board adjourned for lunch following this discussion.

d. The USMA Curriculum. After lunch, BG F. A. Smith, Jr., the Dean of the Academic Board, presented a briefing on the academic program with particular reference to the core curriculum and the extension of that dual-tracked curriculum to optional academic majors. He was assisted by Colonel Peter Stromberg who discussed the writing program and Colonel Ron Hannon who discussed the teaching of military history at West Point. The plans for ABET accreditation was discussed in some detail. Questions and discussions dealt with the remedial reading program, differences between military and college-level writing, the study of military philosophy, the relationship of the study of history to modern technology, and the utilization of war gaming in military history instruction. General Scott discussed functions of the Academic Board and its role in the governance of USMA. Following this session, Board Members had dinner with members of the USMA Academic Board (Departments Heads); this facilitated continued informal discussion.

e. Admissions and Attrition. The Board reconvened Friday morning in the Superintendent's Conference Room, Building 600. Members present were Mr. Lasker, Mr. Slease, General Davidson, Ms. Forbes, Mr. Mounger. Mr. Fish joined the meeting during this session. COL M. E. Rogers, Director of Admissions, was assisted by Colonel P. A. Rushton and Lieutenant Colonel A. G. Mulligan in presenting a detailed briefing on the USMA admissions process. Topics discussed included identification of applicants, marketing West Point, dealing with the declining pool of high school graduates, and the composition of entering classes. A case study on the admission of one member of the Class of 1988 was presented. This served to illustrate the process followed by an individual to open an applicant file, obtain a nomination and receive an appointment to USMA. Questions and discussions covered the various types of appointments that can be received, also, Congressman Fish and the staff representatives of congressional Board members discussed the procedures they use to identify qualified young men and women and subsequently make nominations. Lieutenant Colonel C. E. Bacon next spoke on cadet attrition. For members of the Board who were present at the Annual Meeting last

November, this briefing, in part, was an update of information presented then. Attrition, past, present and future was discussed along with ways in which admissions variables tie in. The Class of 1984 graduated with an attrition rate of 32.6 percent. The Class of 86 is expected to be about 30 percent - in line with the DA goal. Following the briefing, Mr. Lasker asked what percentage of attrition is due to resignation (approximately 2/3) and how many applicants there were for the Class of 1988 (13,400). Mr. Lasker also discussed the need for West Point to do everything possible to keep as many cadets as possible; he feels the institution must do everything it can to assist and tutor cadets who are having problems. General Scott responded that this is being done. Mr. Slease commented that his main concern is attrition from the officer ranks. If USMA attrition must be 40 percent in order to insure only the best are graduating, so be it. The subject of higher attrition rates among minorities and women was discussed. LTC Mulligan briefed the Board on linkages between the ROTC program and West Point (identified as an agenda item by Ms Forbes) and methods underway to improve the administration of the Admissions process. He discussed the fact that the field recruiting force makes at least 2,000 referrals a year to ROTC and West Point works closely with the Recruiting Command and ROTC programs in media presentation and marketing of a West Point education as a military career option. He stressed that a strong and supportive link exists between the various pre-commissioning programs. This session adjourned for lunch of Board members with Academy officials who participated in the morning's discussion.

f. Cadet Basic Training, Discipline and Honor Instruction. After lunch, the Office of the Commandant presented briefings on these topics. Speakers included Colonel P.W. Lash, the Deputy Commandant, Colonel J. C. Ellerson, the Commanding Officer of Cadet Basic Training (CBT), Captain G. S. Oliver, the Special Assistant for Honor Matters, Cadet B. Dosa, the Cadet Commander of CBT (1st Detail) and Cadet B. Rogers, the Cadet Honor Captain and Chairman of the Honor Committee. This agenda item was requested by LTG (Ret) Davidson and Mr. Mounger. Discussion concerning CBT centered around the decision to cut the program seven weeks to six, the amount of training time devoted to drill and ceremonies, the composition of bayonet instruction, the adequacy of the honor code as it is currently written, the types of honor violations that occur, a precise definition of toleration, the difference in responsibilities between second class and first class honor committee members and the composition of honor boards. Following the conclusion of briefings and discussion, the Board members were divided into small groups for the purpose of visiting various training sites. Included were honor instruction classes, Basic Rifle Marksmanship recovery, and screening for intercollegiate athletic sports. Following this session, Board Members and staff representatives ate the evening meal with New Cadets of the Cadet Basic Training Regiment.

g. Athletic Recruiting and Army Football. The Board reconvened on Saturday morning in the West Point Room of the USMA Library at 8:30 a.m. The same six members were present, as were the previously mentioned members' representatives. Mr. Ullrich, the Director of Athletics, and Coach Jim Young, the Head Football Coach were present to discuss these subjects. This agenda

item was requested by Mr. Lasker. Mr. Young talked about the intensified recruiting program Army has in force to target a high percentage of student athletes who have other Division I schools interested in them. The goals of the program are to have the majority of paid visits completed by the national letter of intent date, and to recruit excellent football players (and students) who have an opportunity to play at other Division I schools and who also are interested in a military career. Coach Young also stressed programs that have been established to increase the strength and nutritional development of the players. Mr. Ullrich addressed the subject of athletic recruiting for all sports; West Point wants to bring in the type of youngsters who will, most importantly, do well as cadets and develop into fine Army officers. Discussion by the Board followed in the areas of the football schedule for future years, achieving parity with Air Force and Navy in football, tutoring and additional instruction for athletes in their academics, alumni involvement in recruiting, and keeping athletics in proper perspective with respect to the USMA mission. Mr. Ullrich also addressed the indebtedness of the Army-Navy Foundation in Pasadena to the Army Athletic Association. This represents a considerable burden with the new direction of college football television. Efforts continue to be underway to find ways to reclaim money and raise additional funds.

h. Impact Aid for Highland Falls Schools. This agenda item, requested by Congressman Fish, was briefed by Dr. Bruce Crowder, Superintendent of Highland Falls Schools. Finances continue to be a problem for the system which educates high school age students of families residing at West Point. A \$300,000 budget deficit exists for the 1983-84 school year. Dr. Crowder requested continued USMA support in getting the "Section 6 arrangement." He presented four alternatives to alleviate the situation: (1) A Section 6 arrangement under which the school system would receive funds from Department of Defense; (2) Achieving "Super A" status if the percentage of the high school population from West Point reaches 20 percent; (3) Increase the number of students in the Highland Falls system by taking on another grade level (e.g.: kindergarten) or asking for volunteers to transfer; and (4) closing the Highland Falls High School. Mrs. Gannon, President of the Highland Falls School Board requested that the Board make a statement of support for the school system to DOD. A letter to the Secretary of Defense was prepared and signed by the Chairman (Inclosure 2).

5. OTHER BOARD ACTIVITIES. During the course of the meeting the Board took part in the following activities in addition to formal discussions and briefings:

a. The Superintendent hosted a buffet luncheon for the Board at the West Point Officers' Club (WPOC) on July 19th. Present were the Executive Secretary, the Chief of Staff, and the Acting USMA Inspector General.

b. The Dean of the Academic Board hosted dinner for the Board at the WPOC on the evening of July 19th. The Superintendent, Commandant, the Executive Secretary, Professors and Heads of various academic departments, the Director of Admissions, the Director of Military Instruction and the Director of Health Services were present.

c. The Superintendent hosted the Board at a buffet luncheon on his Ferry Boat on July 20th. Also present were the Executive Secretary, the Chief of Staff, the Director of Admissions and members of his staff and the Director of Institutional Research.

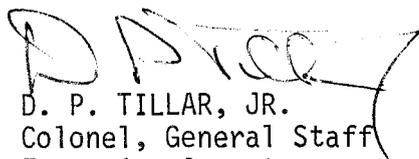
d. The Commandant hosted the Board at the evening meal on July 20th in the Cadet Mess. Board members were escorted by cadets from the CBT detail. Following dinner the Board visited the Superintendent at Quarters 100. There they received a briefing on historical anecdotes from CBT by the USMA Historian, Dr. Steven Grove, who was accompanied by a bugler from the USMA Band.

e. The Board held a working luncheon at the West Point Officers' Club on July 21st. Also present were the Executive Secretary, the Chief of Staff, the Director of Personnel and Community Activities and members of his staff, and the Deputy Director of Intercollegiate Athletics.

6. AGENDA FOR THE ANNUAL MEETING. The Board asked to be briefed on the "Robinson Report." The Board will draft the Annual Report and, given there is a quorum present, approve it. Read ahead material on the Robinson Report will be sent out to members prior to the meeting. Included in the Annual Report will be a statement attesting to the Board's unanimous support for the Superintendent and the role of the Superintendent and the Academic Board in determining West Point's curriculum. Also, mention will be made of the fine impression that the Corps of Cadets made on the people in Southern California during Army-Navy game activities last year.

7. CLOSING REMARKS. The Chairman thanked all Board members and representatives of members for being present and taking part in the Summer Meeting. He also thanked the Superintendent and Executive Secretary for making the Board's visit to West Point an enjoyable one.

8. ADMINISTRATIVE MATTERS. There being no further business, the Summer Meeting of the 1984 USMA Board of Visitors was adjourned at 12:10 p.m. on July 21st.


D. P. TILLAR, JR.
Colonel, General Staff
Executive Secretary
USMA Board of Visitors


BERNARD J. LASKER
Chairman,
1984 Board of Visitors

2 Incl

AGENDA
BOARD OF VISITORS SUMMER MEETING
19-21 JULY 1984

Thursday, July 19, 1984

- 7:15-8:15 Breakfast (Hotel Thayer Dining Room - Reserved Table)
- * 8:30-11:30 Board Discussions (Superintendent's Conference Room)
 .Means to achieve increased Congressional participation
 .Role of the Board of Visitors
 .Department of the Army Inspector General Special Inspection
 of the United States Military Academy in August 1983
- 12:00-1:30 Lunch (West Point Officers' Club)
- * 1:30-4:50 Board Discussions (Superintendent's Conference Room)
 .Curriculum (Optional Majors, Writing Thread, Military
 History)
 .Operations of Academic Board
 .Meeting with Department Heads (Academic Board Room)
- 5:00-5:45 Free Time - Hotel Thayer
- 6:00-9:00 Cocktails/Dinner/Discussions Hosted by Academic Board
 (without Spouse) (West Point Officers' Club)

Friday, July 20, 1984

- 7:15-8:15 Breakfast (Hotel Thayer Dining Room - Reserved Table)
- * 8:30-11:00 Board Discussions (Superintendent's Conference Room)
 .Admissions
 .Attrition
- 11:30-1:30 Lunch (Superintendent's Ferry Boat)
- 1:30-3:00 Board Discussions (Commandant's Conference Room)
 .Cadet Basic Training Briefing
 -Discipline
 -Honor Instruction
- 3:00-4:30 Visit Cadet Basic Training/Observe Retreat Formation
- 4:45-5:30 Free Time - Hotel Thayer
- 5:45-6:15 Meet cadets - observe formation
- 6:15-7:30 Dinner Hosted by Cadet Basic Training Regiment (Cadet Mess)
- 7:30-8:30 After Dinner at Superintendent's Quarters

Saturday, July 21, 1984

- 7:00-7:45 Breakfast (Hotel Thayer Dining Room - Reserved Table)
- * 8:30-12:00 Board Discussions (West Point Room, Library)
.Athletic Recruiting and Army Football
.Army/Navy Game Financial Update
.Impact Aid Update
- 12:00-1:30 Lunch (West Point Officers' Club)
- 1:30-2:30 Board Discussions (West Point Room, Library)
.November Agenda

*Superintendent's Attendance Planned



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

July 21, 1984

Honorable Caspar Weinberger
Secretary of Defense
Washington, D.C.

Dear Mr. Secretary:

At our summer meeting, the United States Military Academy Board of Visitors considered the impact aid issue in the Highland Falls/Fort Montgomery School District. We are deeply concerned that no progress is being made to resolve this significant problem. We heard from Highland Falls school officials and fully support their efforts to find an immediate solution.

Since January the impact aid dilemma has gotten worse in Highland Falls/Fort Montgomery, despite the District Superintendent's repeated efforts to resolve this problem through Department of Education (DoED) and through staff members from Department of Defense (DOD). The most recent information from DoED indicates that the district's financial support will be even less this year than we expected (Sec. 3A, \$145,000; Sec. 3B, \$30,000; Sec. 2, \$168,000). The "A" aid ($\$145,000/188 = \771.27 per pupil) does not begin to cover the district's actual per-pupil educational cost (\$1,975) for the 188 West Point students.

We respectfully request your support in developing a Section 6 contractual arrangement that would allow DOD to pay Highland Falls/Fort Montgomery the per-pupil cost of educating the West Point students in the high school. That per-pupil cost would vary slightly from year to year but would be computed on the basis of the Seneca Falls formula sanctioned by the New York courts. Such an arrangement would leave the West Point elementary system intact and would curtail the accusations that West Point students do not pay their way.

Your kind consideration of this matter is greatly appreciated.

Sincerely,

A handwritten signature in cursive script that reads "Bernard J. Lasker".

Bernard J. Lasker
Chairman
USMA Board of Visitors

SUMMARIZED MINUTES
1984 USMA BOARD OF VISITORS
ANNUAL MEETING
November 29 and 30, 1984, West Point, New York

1. CONVENING OF THE BOARD. The Annual Meeting of the 1984 USMA Board of Visitors (BOV) was convened by the Chairman, Mr. Bernard J. Lasker, at 9:15 a.m., on November 29, 1984, in the Thayer Award Room, Building 600, West Point, New York. Members present at the convening of the BOV, in addition to the Chairman, were: Mr. Slease, General Davidson, Ms. Forbes, Mr. Mounger and Representative Fish. The Executive Secretary, Colonel Tillar, was present, as was the Superintendent, Lieutenant General Scott. A quorum was not present.
2. INTRODUCTION OF THE AGENDA. The Executive Secretary offered the proposed agenda for approval by the members present (Inclosure 1). There was no objection to the agenda nor any addition proposed.
3. SUPERINTENDENT'S REPORT TO THE BOARD. The edited transcript of General Scott's report to the Board is at Appendix 6 of the Board of Visitors Report.
4. QUESTIONS FOLLOWING THE SUPERINTENDENT'S REPORT. Mr. Mounger asked if the West Point Museum would be in competition with the (proposed) Army Museum. General Scott responded that competition might exist, but only for private funds to move the West Point Museum to New South Post. Mr. Mounger inquired about the financial package offered by the Cherry Bowl. General Scott responded that the financial benefits to the Army Athletic Association could be substantial, but that the exact net benefit was to be determined later. The Corps of Cadets will not be transported to the game; however, cadets attending the game will be assisted with transportation and lodging.

Ms. Forbes inquired if personnel working in the Child Care Center were required to be licensed or certified. The Superintendent answered that no such requirement now exists. Limited records and references are available.

Mr. Lasker asked if the summer program for exposure of the USMA Professors to the field Army was new. General Scott responded that USMA has had such a program for years, but the current efforts will better "systematize" the program. Mr. Lasker inquired if attrition for this graduating class would be 30%. The Superintendent responded in the affirmative, adding that USMA will be considering whether a lower goal makes sense. Mr. Lasker urged continued efforts in this area.

Mr. Fish asked if the employees implicated in allegations against the Child Care Center were no longer employed in the Center. General Scott responded affirmatively; noting, however, that the FBI investigation is ongoing and no charges have been filed. Referring to the draft BOV Report, Mr. Fish asked if the Superintendent favored a three or four year tour for the Commandant of Cadets. General Scott replied that he would favor three and cited several reasons.

Mr. Lasker asked why should the Commandant be guaranteed three years? General Scott responded that there was no "guarantee"; requirements or competence could mandate various tour lengths. General Davidson offered "the other side of the coin" and stated his view that the Commandant should be retained for four years due to the relative importance of the position - equivalent to most any division commander.

Mr. Fish inquired, with regard to the impact aid issue, as to whether an alternative to "a Section VI arrangement" would be for the Highland Falls School District to take over one of the grades from the West Point Elementary School. General Scott replied that he did not believe this to be a viable option - this would pose emotional and practical problems for the West Point community.

5. BOARD DISCUSSIONS. During the preceding portion of the meeting, a substantial number of people joined the Board meeting; some included: Colonel Flint, Head of the Department of History; Colonel Vanderbush, Deputy Director of Intercollegiate Athletics; Colonel Bennett, Deputy Commandant; Cadet Rogers, Chairman of the Honor Committee; Captain Oliver, Special Assistant to the Commandant for Honor; Colonel Hoy, Associate Professor of English and Representative to the Highland Falls School Board; Colonel Rogers, Director of Admissions; Lieutenant Colonel Neyses, representing the Deputy Chief of Staff for Personnel at Department of the Army; Dr. Crowder, Superintendent of Schools (Highland Falls); Mrs. Gannon, President of the Highland Falls School Board; Dr. Lowey, Superintendent of the West Point Schools; MAJ Mickley, Post Schools Officer; Lieutenant Colonel Bacon, Director of Institutional Research; Colonel Capps, Head of the Department of English; Lieutenant Colonel Golden, Deputy Head of the Department of Social Sciences and several reporters from local newspapers.

a. Curriculum. Brigadier General Frederick Smith, Dean of the Academic Board, was introduced by the Executive Secretary. General Smith began by noting that West Point is similar in many ways to a small liberal arts college, to any of the better engineering schools in the country, to a comprehensive college or university, but, most importantly, West Point is a professional school for graduates entering the profession of arms. General Smith reviewed the dual-tracked curriculum of West Point with emphasis on the 32 course core (common to all students) curriculum. General Smith explained the Math-Science-Engineering (MSE) track and the Humanities-Public Affairs (HPA) track available to cadets, but emphasized that the broad education provided by the core curriculum constitutes the "professional major" for all USMA graduates. Opportunities for academic specialization are provided by 12 electives plus tracked courses in the core. This specialization may be in the form of fields of study or sixteen (optional) majors. General Smith also discussed the "writing ladder" and the treatment of Military History in the USMA curriculum. These topics were by way of review since the Board received briefings on these topics during the summer meeting. General Smith next advised the Board of the recent successful visit by the Accreditation Board for Engineering and Technology; USMA will receive accreditation of the four engineering programs offered for review. General Smith covered two new issues raised with the BOV: the cadet academic assistance system, and procedures for selection of permanent associate professors. General Smith explained the system by which cadets

receive additional academic assistance: Additional Instruction (AI) - any cadet has the right to receive AI by an instructor. AI is a review of course material already covered in class; Tutoring - any cadet in academic difficulty may ask for or may be assigned a (cadet) tutor in a particular subject. The tutor may cover review material or may "preteach," that is, cover material not yet addressed in class. General Smith also explained how athletes enter the AI or tutoring network and how cadet grades are monitored by tactical officers, team officer representatives, coaches, etc. The Dean concluded by explaining the process for selecting permanent faculty; the standing selection committees, their composition, general criteria for selection (academic potential and military performance), and the advisory role played by outstanding civilian educators in the process.

General Davidson asked a question about maximum cadet validations of required core courses. Dean Smith replied that validation is much less prevalent today than in past years. General Davidson asked about the application of academic standards for candidates who bring other than outstanding qualifications to the Academy. General Smith responded that he feels that USMA accepts many academic risk cases and is very successful, with AI and tutoring, in graduating these cadets. General Scott and Colonel Rogers concurred.

Mr. Mounger asked for clarification of the cadet tutoring system. General Smith and General Scott elaborated on the system, explaining how the cadet companies and cadet coaches "make it work."

Mr. Lasker expressed his disagreement with the Academy policy which precludes "preteaching" in AI by officer instructors. Mr. Lasker stated his belief that the "athletic pillar" of cadet development has been sacrificed to the "academic pillar" in recent years; he noted the surge of excitement over current success of the football team. Mr. Lasker urged the Academy to provide the same level of tutoring to athletes that he is informed is provided by the Naval and Air Force Academies. General Smith outlined potential pressures and problems associated with instructors preteaching cadets, particularly athletes, citing lessons learned from 1951. A lengthy dialogue followed.

Mr. Mounger asked if fields of study or majors are considered in computing class ranking. The Dean responded that no such consideration was involved in determining the several orders of merit used by the Academy.

b. Admissions. The Executive Secretary introduced Colonel Manley Rogers, the Director of Admissions. Colonel Rogers provided a wrap up of agenda items covered during the summer meeting, then turned to a discussion of the quality indicators for the USMA Class of 1988. Colonel Rogers highlighted the recent article in the New York Times Sunday Magazine which included West Point as one of the "hot colleges" in the nation. Next, Colonel Rogers outlined institutional research efforts to identify principal reasons for which candidates select West Point - the preeminence of the USMA academic reputation was obvious. Colonel Rogers concluded by observing that the Classes of 1987 and 1988 are two of the finest classes in the history of the Academy. General Davidson asked about resignation rates of graduates, a topic planned for coverage in the next portion of the agenda.

c. Attrition. The Executive Secretary next introduced Lieutenant Colonel Carl Bacon, Director of Institutional Research. Colonel Bacon presented a series of graphics containing data of attrition trends for cadets and graduates of West Point. Trends for retention of recent graduates are very encouraging; resignations have been reduced by approximately 1/3 when compared to classes of the early 1970s. Colonel Bacon, responding to General Davidson, advised of efforts to retain officers leaving active duty in the Army Reserve and National Guard, efforts which appear to be successful. Cadet attrition was next addressed by Colonel Bacon. Again, trends here are favorable. Attrition for the Class of 1984 was 32½%; this compares favorably with rates of 36 to 37% a few years ago. Attrition for the Classes of 1985, 86 and 87 is predicted to be 30% or lower. Rates for females and minorities were also discussed; again, trends are favorable although a bit higher than the class average.

Mr. Slease asked about USMA programs to assist cadets whose academic credentials or performance are below the class average. General Scott responded, noting that the Academy provides Math 100, a pre-college level course for weak math students, and English 101, a freshman English course emphasizing grammar and composition for weak English students.

Discussion followed, initiated by Mr. Mounger, concerning the attrition of cadets with weaker entering SAT or ACT scores. General Scott pointed out that although most attrition results from resignation and not academic failures, cadets with low SAT or ACT scores do attrit at a higher rate than the class average.

d. Honor. Cadet Buck Rogers, Chairman of the Cadet Honor Committee, was next introduced to the Board. Cadet Rogers provided an update of his summer briefing to the BOV, highlighting changes in the honor system: removal from honor system enforcement of the "off limits" restriction on plebes rooms for the upper classes during evening study period (this restriction will be enforced by regulations and the cadet chain of command); advice to the Superintendent by members of the honor board and other cadets or officers on the matter of whether a cadet, found to have violated the honor code, should be retained in the Corps; a meeting with the Secretary of the Army by Cadet Rogers and the Cadet First Captain to discuss honor; an honor conference at West Point involving cadets from the Military, Naval, Air Force, Coast Guard, and Merchant Marine Academies. Finally, Cadet Rogers discussed the ongoing efforts of the Superintendent's Honor Review Committee - a group of officers and cadets assigned to annually assess the health of the cadet honor code and system.

General Davidson asked for clarification of the prohibition against upper class cadets entering plebe rooms during the evening study period. Cadet Rogers responded and outlined procedures whereby official business could be conducted. General Scott stated his views that the Academy must protect the evening study period, particularly for plebes.

Ms. Forbes asked General Scott how much weight he attached to the advice received from cadets on whether a found cadet should be retained. General Scott responded that he placed higher weight on advice from members of the honor board.

Mr. Lasker asked whether cadet losses for other than academic reasons were significant. General Scott responded that, while the Academy does lose cadets for disciplinary reasons (maybe 20 a year) and honor (another relatively small number), the majority of the cadets who leave West Point do so by voluntary resignation; citing regimentation, change in goals, discipline, etc. as the reason.

6. LUNCH. The Board was adjourned at 11:45 a.m. for lunch.

7. BOARD DISCUSSIONS. The Board reconvened at 1:20 p.m. to continue its discussion of agenda items. Members present for the morning session were again present.

a. Impact Aid. The Executive Secretary introduced Major Brian Mickley, West Point Schools Officer; Dr. Bruce Crowder, Superintendent of the Highland Falls/Fort Montgomery School District; and Mrs. Rosemary Gannon, President of the Highland Falls/Fort Montgomery School Board. Major Mickley advised the Board that presently the Department of Defense is working with the Department of Education for a "Section VI contractual arrangement" to resolve the situation in Highland Falls, and that Dr. Crowder is continuing efforts to obtain relief from New York State.

Mr. Fish asked if the Section VI arrangement is finalized, when would it be effective? The question was answered by Dr. Crowder to the effect that relief was not expected this school year.

The Chairman, Mr. Lasker, asked Mrs. Gannon to address the Board. A prepared statement (Inclosure 2 to these minutes) was read by Mrs. Gannon.

Mr. Slease asked if Section VI would solve the problem forever. Dr. Crowder replied in the affirmative; he was not sure "forever" was appropriate, but it would be a long term solution.

Mr. Fish asked how Dr. Crowder planned to cover the \$300,000 budget shortfall for the current school year. Dr. Crowder replied that he hoped for relief from Congress or the New York State Legislature. Mr. Fish responded that the Congress had stated that no more supplemental appropriations would be forthcoming; this makes the solution of this issue an urgent matter. He asked that the BOV Report reflect this urgency.

b. Cadet Basic Training and Discipline. The Executive Secretary introduced Colonel Les Bennett, the Deputy Commandant of Cadets. Colonel Bennett spoke of the Commandant's philosophy of discipline and the Academy's four year developmental program to inculcate discipline and military skills into the Corps of Cadets. Emphasis on self discipline was stressed as well as extensive and competing demands for cadet time. The issue of cadet drill was discussed, as well as recent reviews of the cadet disciplinary system. Planned initiatives for reorganizing Cadet Basic Training were presented; nine companies with four platoons, each platoon to be assigned to one of the 36 academic year cadet companies. This should improve unit cohesion, retention, and discipline.

Mr. Lasker asked Colonel Bennett his opinion of the platoon drill recommended by General Davidson. Colonel Bennett, who as a cadet drilled in this manner, answered that the pressure of time and irrelevance to the drill of the Army today mitigated against returning to this style drill.

General Davidson responded that, in his opinion, current Army drill (company mass) is second-rate and urged USMA to review this issue and determine if there is some virtue in returning to the more complex, disciplined, platoon drill.

General Scott spoke in agreement with the premise that drill instills discipline and that the platoon drill is more demanding and suitable for ceremonies. General Scott, however, maintained that drill learned and practiced at West Point should be relevant to today's Army. He proposed, instead, emphasis in achieving higher standards in the current form of drill. Other constraints of space on The Plain and time required to instill two types of drill (if West Point went to platoon drill) were also discussed. General Scott emphasized that discipline is learned by other means, to include the battle drill taught in Cadet Basic Training and used in field exercises in Cadet Field Training.

c. Review of the Cadet Disciplinary System (Robinson Report). Major Alex Janke, Assistant S1, U.S. Corps of Cadets, was introduced. He briefed the report of a senior officer panel, headed by General Roscoe Robinson, appointed by the Chief of Staff of the Army to review the Cadet Disciplinary System. Major Janke covered the membership of the committee (three general officers and one colonel), their charter, and their findings and recommendations. The panel included two West Point graduates, two graduates of other commissioning programs, one a female. The panel spent 2½ weeks at West Point last winter and rendered a report to the Chief of Staff and Secretary of the Army. The report is supportive of the Academy's program, recommending only modifications for improvement. In summary, the panel recommended that the Academy be more inclined to dismiss upperclass cadets guilty of serious misconduct or having a history of conduct problems, but that the Academy either reduce the maximum level of demerits awarded for single offenses or not count them all in computing conduct status. The Academy has accepted all but a few recommendations and has implemented necessary changes.

General Davidson asked why Department of the Army felt such a review was necessary. General Scott responded that because of interest of a member of Congress and a Congressional Committee in three separated cadets, Secretary Marsh had directed the review.

During the briefing, Mr. Fish interjected that he had asked for the BOV to be briefed on this topic, that he had thoroughly reviewed the Robinson Report, and that he was entirely satisfied with Academy actions in the specific cases which prompted the review. Mr. Fish noted "enormous concern" shown by the Academy administration for individual cadets, and the thoughtful comments of the Academy on the Report. Mr. Fish commented also on the Report recommendation for another "overwatch" committee, noting that USMA and the Army did not look favorably on that recommendation. He also noted that such a committee could overlap with the Board of Visitors. General Scott agreed with

this observation, noting that USMA receives substantial "overwatch" plus assistance from several advisory groups, our visiting professors, and Department of the Army.

Mr. Slease mentioned the comment in the Report that the Department of the Army role in governance of the Academy should be minimal, but noted the Army position that the Academy will continue to receive guidance and direction from Department of the Army.

d. Athletic Recruiting and Army Football. The final item of review from the summer meeting was introduced, as was Colonel Al Vanderbush, Deputy Director of Intercollegiate Athletics. General Scott began by stating his fear that after Army beats Navy in football, many may think that success requires no further actions. General Scott presented his view that all should understand that the measures taken to improve the football program were both good and necessary, for football and the Corps, and needed continued support. Mr. Lasker echoed these concerns.

General Scott then took exception with stated concerns that the problem with Army football is an "academic problem." General Scott suggested the problem was stability in the athletic (football) program. General Scott endorsed the views of Colonel Earl Blaik (former football coach) that you don't make better Army football players by providing special treatment and separating them from the Corps. Mr. Lasker responded, noting that the bottom line was winning and that Army's record against Navy and Air Force for the past 10 years is not good. He hopes Army will continue to give the extra "two or three percent" to be competitive with the other Academies. A general discussion followed.

Mr. Slease commented that he did not understand the Academy's reliance on cadets for tutoring other cadets. General Scott responded that "tutoring" is done by both officer instructors and cadets, but that in West Point terminology, additional instruction (review) is given by officers and tutoring (review and preteaching) by cadets. Officer instructors prepare the exams and should not be involved in preteaching, covering material before it is covered in class. More discussion followed covering details of AI, tutoring, and the academic support system for cadets (grade reporting, monitoring, etc.)

e. Quorum. At approximately 2:45 p.m., Senator Carl Levin and Representative Toby Roth arrived. There being eight members of the Board present, a quorum was achieved. Also arriving at this time were Mr. Milton Hamilton, Administrative Assistant to the Secretary of the Army, Mr. Jim Rodenberg from Senator Hawkins' office, and Major Tim Naccarato from the Office of the Chief of Legislative Liaison.

f. Additional Items for Discussion of the Board.

(1) Mr. Fish asked for further discussion of the issue of increased attendance by Congressional members of the Board. Mr. Fish advised that he had spoken with colleagues on Boards of the other Academies and that they report similar quorum problems. Mr. Fish suggested either restructuring the membership of the Board to provide fewer Congressional members and more Presidential

appointees or to reduce the quorum requirement from 7 to 6. Discussion followed during which the Executive Secretary noted the potential problems in changing the law for one Academy without support of the other services since the Boards of the other Academies are similarly constituted. Mr. Lasker supported legislative change to the Board's composition. Mr. Slease recommended a change in the Rules of the BOV, rather than changing the law.

(2) Admissions. Mr. Roth raised his concern that West Point seemed not to have an objective "minimum standard" for admission. General Scott explained the Academy uses a "Whole Candidate Score (WCS)" composed of SAT/ACT scores, high school rank in class, the physical aptitude exam score, and a composite score based on the candidate's activities and high school teachers' evaluations. Mr. Roth was concerned that the process seemed too subjective and urged an objective (only) standard. Colonel Rogers explained the weighting of scores in the WCS and advised Mr. Roth that the subjective element in qualifying a candidate for admission was a $\pm 10\%$ adjustment of the WCS to compensate for individual circumstances (type high school, type program, etc.). Colonel Rogers further explained that as a ball park figure, a SAT verbal score of 500, a SAT Math score of 550 and a top 20% rank in class would probably qualify a candidate. Considerable animated discussion followed; points covered included the various types of Congressional nominee slates (competitive, principal with numbered alternate, etc.), the subjectivity in selection of qualified candidates, and coordination between the Admissions Office and Congressional Offices. In response to the Chairman, Senator Levin and Mr. Fish indicated that they used the competitive method of nominating candidates and that their experience with this method was good. Senator Levin asked for figures comparing acceptance of principal nominees at the three Service Academies; Colonel Rogers agreed to research these figures and provide them. Senator Levin suggested that Representative Roth provide specific cases for the Admissions Office to research and respond to the Board and Mr. Roth. Mr. Roth agreed; two specific names were provided to Colonel Rogers for research. This session concluded at 4:30 p.m.

8. EXECUTIVE COMMITTEE MEETING. At the suggestion of the Vice Chairman, Mr. Slease, members of the Executive Committee present (Lasker, Slease, Davidson, Forbes, Fish) convened in the Academic Board Room, Building 600, West Point, to review the draft Report of the Board which had been prepared by the Executive Secretary. The Chairman invited Mr. Mounger, Senator Levin, and Representative Roth to join the meeting and assist in editing the draft Report. This editing session lasted until 6:30 p.m.

9. BOARD DISCUSSIONS. The 1984 BOV reopened its Annual Meeting at 9:15 a.m. on Friday, November 30, 1984, in the Thayer Award Room, Building 600, West Point. Members present included Mr. Lasker, Mr. Slease, General Davidson, Ms. Forbes, Mr. Mounger, Representative Fish and Representative Roth. A quorum (7 members) was achieved. The Executive Secretary was present, as were Mr. Jim Rodenberg representing Senator Hawkins, Mr. Hamilton from Secretary Marsh's office, Lieutenant Colonel Neyses and Major Naccarato from Department of the Army, the Superintendent, and the Director of Admissions.

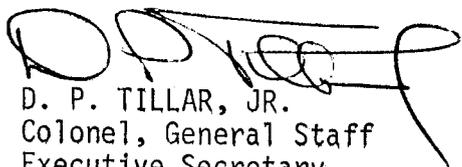
a. Admissions (continued). Colonel Rogers, the Director of Admissions, was introduced by the Executive Secretary. Colonel Rogers briefed the Board on the two cases (individuals) whose names were provided by Mr. Roth. Colonel Rogers opened by congratulating Mr. Roth whose 8th District of Wisconsin appears to be the best cadet-producing district in the state. Colonel Rogers' research revealed that one of the two cases was, apparently, a principal nominee to the Naval Academy (vice Military Academy) who was disqualified. The other case was not qualified at West Point by virtue of his failing to complete the admissions file; the candidate failed to take the Physical Aptitude Exam (PAE). Research did disclose, however, that this candidate was discouraged, perhaps inappropriately, from taking a make-up PAE by an individual in Department of the Army; this individual has been counselled. The candidate was offered admission by the Naval Academy; Colonel Rogers speculated that this offer may have also contributed to the candidate not completing his file. Colonel Rogers closed by complimenting Mr. Roth for his personal interest in West Point admissions and calling the Board's attention to two articles recently published (and previously furnished to the Board) in the Assembly which are most informative of the issue of "subjectivity" in admissions. Mr. Roth thanked Colonel Rogers for his work over the past evening.

b. Preparation of the 1984 Report. Colonel Tillar, the Executive Secretary, reviewed for the Board several modifications made in the draft report by the Executive Committee during the previous day (para 8 above). The Board then continued its review, modification, and rewrite of paragraph 9 of the draft report. Specifically, the following additional topic paragraphs were reviewed and modified: Admissions and Attrition, Cadet Basic Training and Discipline, The Commandant of Cadets, Stability, and Impact Aid for Highland Falls Schools.

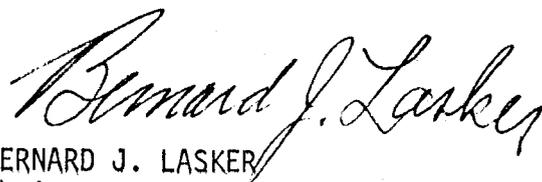
c. Approval of the 1984 Report. There being a quorum present, Mr. Slease made a motion that the Conclusions and Recommendations of paragraph 9 of the Report be accepted as drafted and modified at this meeting. Mr. Lasker seconded the motion. The motion was carried by a unanimous vote of the Board. Colonel Tillar next asked the members of the Board present at this point to sign the Report indicating their approval. This was accomplished.

10. CONCLUSION OF THE ANNUAL MEETING. On behalf of the Board, Mr. Lasker thanked General Scott for his attention to the Board and indicated the great affection held by members of this Board for General Scott. General Scott responded and presented mementos of West Point to the outgoing Chair, Mr. Lasker, and Vice Chair, Mr. Slease. As final matters of business, Mr. Lasker thanked Mr. Slease for his support as Vice Chair, Ms. Forbes for her efforts to increase Congressional attendance, Mr. Mounger for his efforts as a first year member, Mr. Rodenberg for representing Senator Hawkins, Mr. Roth for his attendance and interest, Mr. Fish for his constant attention and attendance at the Board, General Davidson for all his thoughts and writings and Colonel Tillar for his efforts for the Board. Mr. Slease responded for the Board and the Academy, thanking Mr. Lasker for his work as Chairman. Mr. Lasker concluded by designating Representative Hamilton Fish as interim Chairman, to

provide leadership between 31 December 1984 and the election of a new Board Chairman in the Spring of 1985. All members present concurred in the appointment. There being no further business, the 1984 Board of Visitors adjourned at approximately 11:45 a.m. on November 30, 1984.



D. P. TILLAR, JR.
Colonel, General Staff
Executive Secretary
USMA Board of Visitors



BERNARD J. LASKER
Chairman,
1984 Board of Visitors

2 Incl

AGENDA
BOARD OF VISITORS ANNUAL MEETING
November 28-30, 1984

Wednesday, November 28, 1984

5:30-9:00 Reserved table in the Alcove of the Hotel Thayer dining room available for dinner

Thursday, November 29, 1984

7:45-8:45 Reserved table in the Alcove of the Hotel Thayer dining room available for breakfast

8:45 Transportation departs Hotel for Building 600

* 9:00-10:00 Superintendent's Report

*10:00-11:45 Board Discussions

Review of Agenda Items from Summer Meeting
o Curriculum
o Admissions and Attrition
o Cadet Basic Training, Discipline and Honor Instruction
o Athletic Recruiting and Army Football
o Impact Aid

*11:45-1:15 Lunch (West Point Officer's Club)

* 1:30-3:00 Board Discussions
o Robinson Report
o Additional Items if required

* 3:00-4:45 Board Discussions
o Preparation of 1984 Report

* 6:45 Transportation departs Hotel for West Point Officers' Club

* 7:00-7:30 Gathering at West Point Officers' Club

* 7:30-8:40 Army-Navy Bonfire at Daly Field

* 8:40-10:00 Dinner at West Point Officers' Club

Inclosure 1

Friday, November 30, 1984

7:45-8:45	Reserved table in the Alcove of the Hotel Thayer dining room available for breakfast
8:45	Transportation departs Hotel for Building 600
* 9:00-11:30	Board Discussions
12:00	Lunch at Hotel Thayer
1:30	Depart

* Superintendent's Attendance Planned

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

TO: U.S.M.A. Board of Visitors

FROM: Rosemary Gannon
President, Board of Education

RE: Status of Federal Impact Dilemma

1. The local school district problem with P.L. 81-874 funding has not improved. Super "A" status continues to elude us. Therefore, funding will remain at about one-third of our entitlement.
2. A Section 6 arrangement is underway. DoD and DoE negotiations will take place in January to see if such an arrangement will meet with DoE approval.
3. We are working with our State Legislature to amend Education Law to provide a safety net for the school district for the education of students residing on ceded property. The State Education Department supports this bill, and we are presently working with both houses and the Governor to acquire their support.
4. Attached are materials which speak to the items listed above. In particular is a study recently completed by the State Aid Planning Division which shows that our school district is extremely unique in its above the state average tax burden to fund education and below state average in our Average Operating Expense Per Pupil. The problem, of course, is tied to our extremely small tax base. The study is a powerful indicator for supporting our need for both Section 3a and 2 aid.
5. Finally, the Ladycliff College tax matter is also before us. Who will pay two years of uncollected taxes on this property is being pursued in the courts. The \$180,000 plus interest should be paid by the Federal

Inclosure 2

Government or Board of Trustees of the College, certainly, not the local school district! DoE is unwilling to place this property in our Section 2 aid category until the uncollected tax matter is resolved.

This is the status of our aid plight.

Thank you.

AN ACT to amend the education law in relation to education of children residing on land ceded to the federal government.

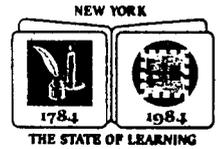
The People of the State of New York, represented in Senate and Assembly, do enact as follows:

Section 1. Section 3602 of the education law is amended by adding a new subdivision 28 to read as follows:

28. In addition to any other aid computed under the provisions of this section, each school district which provides educational services to children residing on land ceded to the federal government shall be entitled to an apportionment equal to the cost of educating such children less any state and/or federal aid received by such district for such children. The commissioner of education shall promulgate regulations to carry out the provisions of this subdivision which recognizes the unique circumstances of children in this category.

§ 2. This act shall take effect on July 1, 1985.

NOV 17 1984



THE BICENTENNIAL OF THE BOARD OF REGENTS AND THE UNIVERSITY OF THE STATE OF NEW YORK

COUNSEL AND DEPUTY COMMISSIONER FOR LEGAL AFFAIRS
THE NEW YORK STATE EDUCATION DEPARTMENT
ALBANY, NEW YORK 12234

204

November 14, 1984

Dear Alan:

I am writing in response to your letter of October 24, with which you transmitted a draft bill which would provide a special apportionment of State aid to school districts which provide educational services to children residing on land ceded to the Federal government.

The bill as drafted appears to accomplish its intended purpose, and we have no suggested revisions.

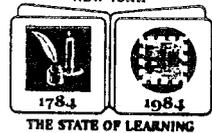
I am happy to be able to tell you that the State Education Department is prepared to support such a bill before the Legislature and the Governor.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. D. Stone', written over a horizontal line.

Robert D. Stone

Alan L. Gebell, Esq.
621 Union Street
Schenectady, New York 12305



THE BICENTENNIAL OF THE BOARD OF REGENTS AND THE UNIVERSITY OF THE STATE OF NEW YORK

COUNSEL AND DEPUTY COMMISSIONER FOR LEGAL AFFAIRS
THE NEW YORK STATE EDUCATION DEPARTMENT
ALBANY, NEW YORK 12234

June 28, 1984

Dear Dr. Crowder:

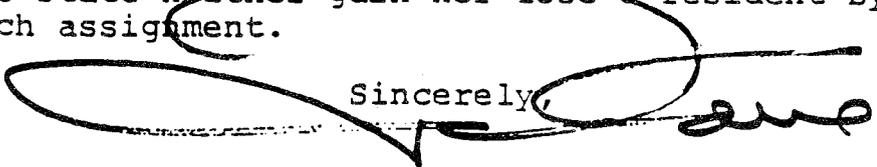
I am writing in response to your request for my opinion whether individuals who reside on the premises of the United States Military Academy at West Point, New York are residents of the Highland Falls-Fort Montgomery Central School District, or of any other school district in the State of New York, and whether such individuals of school age are entitled to attend the public schools of the Highland Falls-Fort Montgomery Central School District, or of any other school district in the State of New York, without the payment of tuition. You also inquire whether the State of New York is required to provide for the education of such students, without the payment of tuition, in any other way.

As you know, a portion of the land on which the Military Academy is located was ceded by the State of New York to the United States. The ceded land is not part of the State of New York, and persons who reside thereon are not residents of New York State. As a result, any school district in which the children of such residents attend is entitled to impose a tuition charge for such attendance.

The State of New York has no obligation to provide education, tuition free, for any individual who is not a resident of this State.

I should point out in this connection that under New York State law, persons who are assigned to military establishments in this State neither gain nor lose a resident by virtue of such assignment.

Sincerely,


Robert D. Stone

Dr. Bruce H. Crowder
Superintendent of Schools
Highland Falls-Fort Montgomery
Central School District
37 Mountain Avenue
Highland Falls, New York 10928

TO: BRUCE CROWDER
FROM: STATE AID PLANNING
DATE: 11/19/84
RE: TAX RATE TO AOE COMPARISON GRAPH

ENCLOSED IS THE FORMALIZED COPY OF THE GRAPH WE WERE WORKING FROM, ALONG WITH THE EXPLANATORY TEXT AND TABLE.

The graph and the table on the following pages are based on a sample of 179 public school districts from all over New York State. The districts are all participants in the Rensselaer-Columbia-Greene BOCES State Aid and Financial Planning Service. An average AOE/pupil was calculated for all the districts at each dollar level of tax rate. The tax rate ranges, the number of districts within each range and the average AOE/pupil are included in the table that follows. (NOTE: one extreme outlier was eliminated from the sample; this district was taxing in the \$12.00 - 12.99 range and spending over 12,000/pupil.)

The graph shows the average AOE/pupil for each of the tax rate ranges listed on the table. District groups spending below the state average are represented by "minus" symbols, and those spending above the state average are represented by "plus" symbols. The points showing Highland Falls' location on the scattergram, the state average tax rate and AOE/pupil, and the average AOE/pupil for the tax rate range that includes Highland Falls, scattergram clearly reveals that:

- a) While Highland Falls is making an above average tax effort (\$24.76), the district is only able to spend \$3096/pupil, an amount that is considerably below the state average.
- b) On the average, districts taxing within the \$22 and \$23 ranges are spending \$429 and \$775 more per pupil, respectively, than Highland Falls, whose tax rate is in the \$24 range.
- c) Highland Falls is spending \$1185/pupil less than the average AOE/pupil for the districts taxing within the range (\$24) that includes Highland Falls.

The Highland Falls district is unable to raise enough in property taxes to spend the state average AOE/pupil despite the fact that the district is taking an above average tax effort. This situation is a direct result of the vast amount of federally owned land in the district and consequently, the greatly reduced tax base and revenue raising capacity.

COMPARISON OF TAX RATES TO AVERAGE AOE/PUPIL: 177 N.Y.S. DISTRICTS

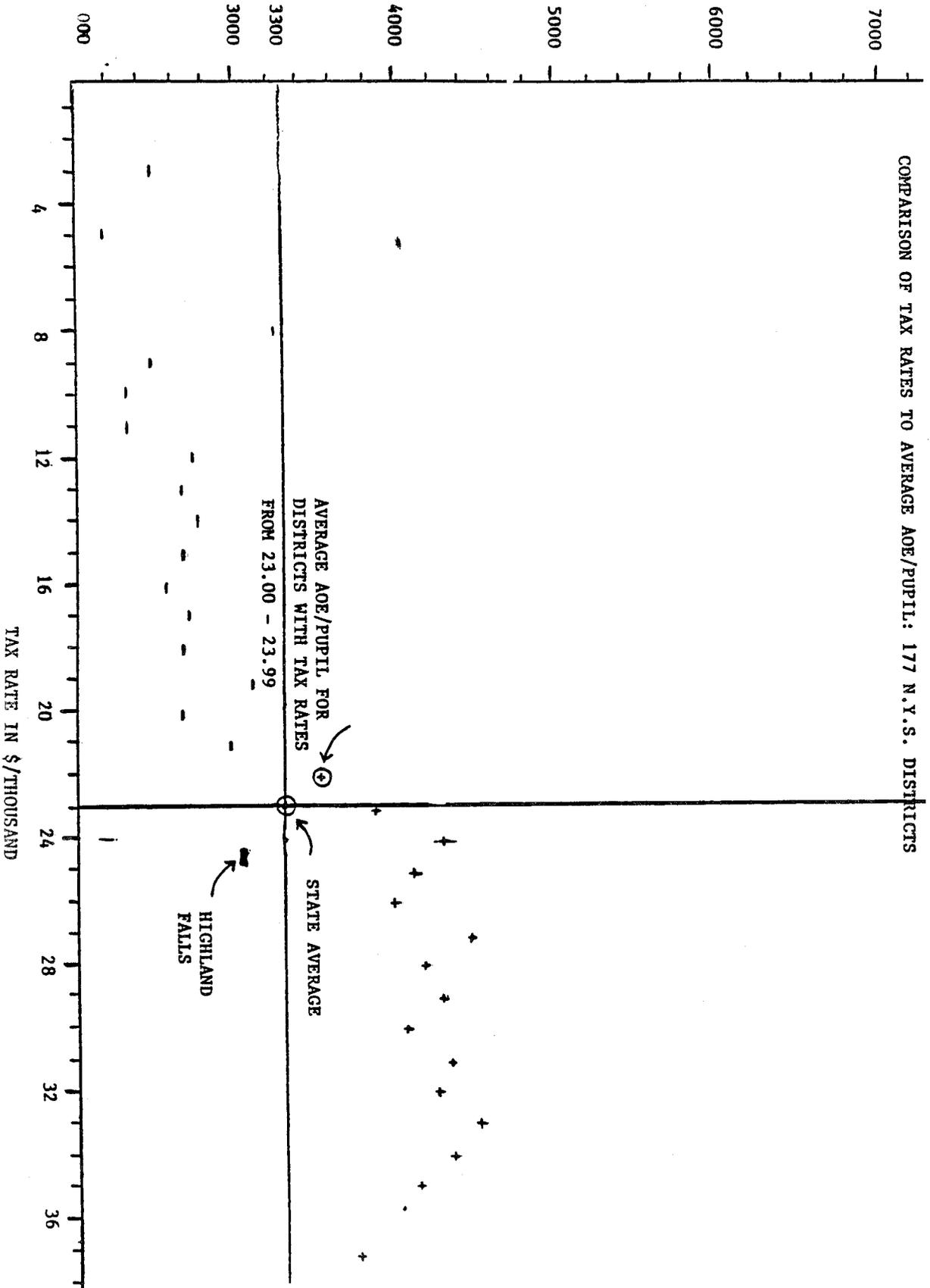


TABLE I.

TAX RATE IN \$	# OF DISTRICTS IN EACH RANGE	AVERAGE AOE/PUPIL
3.00-3.99	1	\$2,479
5.00-5.99	2	\$2,198
8.00-8.99	2	\$3,238
9.00-9.99	2	\$2,458
10.00-10.99	2	\$2,327
11.00-11.99	2	\$2,339
12.00-12.99	7	\$2,740
13.00-13.99	6	\$2,657
14.00-14.99	12	\$2,763
15.00-15.99	14	\$2,681
16.00-16.99	6	\$2,658
17.00-17.99	9	\$2,713
18.00-18.99	10	\$2,685
19.00-19.99	9	\$3,125
20.00-20.99	3	\$2,681
21.00-21.99	16	\$2,979
22.00-22.99	5	\$3,525
23.00-23.99	11	\$3,871
24.00-24.99	5	\$4,281
25.00-25.99	9	\$4,107
26.00-26.99	3	\$3,984
27.00-27.99	8	\$4,463
28.00-28.99	2	\$4,188
29.00-29.99	4	\$4,280
30.00-30.99	6	\$4,065
31.00-31.99	5	\$4,337
32.00-32.99	5	\$4,249
33.00-33.99	5	\$4,515
34.00-34.99	3	\$4,356
35.00-35.99	1	\$4,134
37.00-37.99	1	\$3,756
42.00-42.99	1	\$4,081
(NOT PLOTTED)	TOTAL	177



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

12 April 1984

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 1984 United States Military Academy Board of Visitors.

MR. BERNARD J. LASKER, Chairman, ex officio
MR. CLYDE H. SLEASE, Vice Chairman, ex officio
LTG GARRISON H. DAVIDSON, Member
MS MATILDA L. H. FORBES, Member
SENATOR PAULA HAWKINS, 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 that reads "Bernard J. Lasker".

BERNARD J. LASKER
Chairman
1984 USMA Board of Visitors

EDITED TRANSCRIPT

SUPERINTENDENT'S REPORT TO THE BOARD OF VISITORS

NOVEMBER 29, 1984

ROLE OF THE BOARD

At previous meetings we were discussing, I guess we have for the whole time I've been Superintendent, the role of the Board of Visitors. I appreciated reading the recent comments from Mr. Slease. I think zeroing in on exactly what is meant by oversight, evaluation, or verification is a worthwhile effort for the Board. I am happy with the idea that the Board sets its agenda and picks the topics; I'm delighted that the Academy gets a chance to propose some and indicate why. The Board can then decide whether that's really something important enough to consider. I think our effort, after listening to what the Board of Visitors do at both the Naval Academy and the Air Force Academy, to see how we might work on increased participation of Congressional members is worthwhile. I don't think that we should be discouraged that it's not easy. I say to all who are here assembled, and the few who are yet to come, we really do appreciate the amount of time that you put into what we consider to be a very important function for us. Sometimes, the fact that you didn't uncover some great disaster is really a compliment; you are here, interested, and making sure that those disasters don't happen. I think we're a lot better off to have people that prevent crises, than great crisis managers.

WEST POINT IN THE FUTURE

On the subject of modernization of the facilities, something that I recall was a very important function of the Board of Visitors of the Naval Academy, I remember comments how the Navy Board of Visitors was able to talk to the Secretary of the Navy and make sure things did or did not happen. I know that you would do exactly the same thing as members of our Board of Visitors. Our academic modernization program is about a \$50 million effort over 5-6 years and the start point is next year. It begins with Washington Hall, where we have to do work in the classrooms there. Darn if that project didn't drop out of the Army budget draft for this year; fortunately after talking to the Chief of Staff and all, it is back in. Those are the sort of things we are watching. I talked with General Max Thurman, the Vice Chief of the Army, who is very much involved in the program that West Point feels is the most efficient way of modernization, very much involved with the Ladycliff acquisition. I'll mention the museum's move to Ladycliff, not that it's the only move but because it will be one of the early ones. We'll have to go contract in '86 for construction to renovate space for the museum. We've taken the approach that we can only expect, out of the military construction side of the coffers, monies that would bring that building up to administrative standards. Museums aren't considered that important for appropriated money. That museum, I think, is important to the area and to the Academy; it's actually a teaching museum. The reason it's moving out of Thayer Hall isn't because of a better building, we're going to get about the same space. The reason it's moving is we need the space in Thayer Hall for the more important function, academic instruction of cadets.

When we solicit the construction bid, that's the efficient time to also make the building a museum, not just an administrative space. We plan to do this by private funds, and that's not going to be easy. My recent meeting with the Board of Trustees of the Association of Graduates and the West Point Fund Committee addressed the effort I hope they're going to be making to raise money in order to have a first class museum, as it has been all along until now. I might tell you that the timing couldn't be worse for us in one way; the Army is talking about the Army museum in Washington at the same time that we are trying to move the museum out of Thayer Hall down to Ladycliff. But, I'm still confident that we'll make it.

ADMISSIONS AND ATTRITION

Attrition; maybe instead of using the negative all the time, we should work on retention. I spoke to our General Staff meeting the other day about this subject. It's the same thesis; we spend a great deal of time picking an entering class. Having done that, then we are of the opinion that every one of those entering cadets ought to graduate. Our actions then, as instructors, would be teach them, not spoon feed them, teach them; as tactical officers, train them; and as officers, encourage them, motivate and inspire them so that they do get through the four years. We are not "officials" whose jobs it is to find somebody and throw them out. I keep reminding people that we set a goal four years ago; bring the attrition down to 30 percent. We would bring it down to 30 percent because it was running at 37-40 percent. We must not construe this to mean that we will be happy with 30 percent. We are about to hit 30 percent attrition in the classes that will graduate this year and the years coming after. Now it's time to pick a new number and continue to work to bring attrition down and get retention up. There is no requirement to get rid of anybody unless they demonstrate, with a certain amount of disappointment on our part, that they have some quality or inability to meet the standards. You may well find, as we discuss it, that attrition of the plebe class this past summer was higher than it has been in about four years. We were very interested in that, I'd even say we were a little concerned in trying to figure out why. We had made some changes in Beast Barracks, and I think possibly the upper classes didn't quite fully understand what was going on. That may have contributed some of the losses. It was a high quality class and I think when you bring in young people in July, and they aren't ready to take a tough challenge, they have the option of pulling out and still going off to other colleges because, being quality, they come in with many options. That possibly contributed to attrition going up. A plebe class normally runs close to 20 percent attrition; that's the historical data. If this class runs at that same number, then all that changed was when the attrition occurred, not that it increased. I want to point out to you, if you'll look at the statistics, that this plebe class is now back to the same norm as the Class of 1985. So it looks like that's probably what was operative, but we're going to keep watching.

ATHLETICS

What a great year! I've been here four football seasons and, you know, that's not a bad way to judge how long you've been here. The seniors on this team are the ones that interest me. There's no doubt that you must give a

great deal of credit to Coach Young - the courage he had to change to an offensive system that isn't one that he's used before in his career. But seniors have really been the leaders. It was intended, you know, to pick a captain from the seniors at the end of the season, and that would be the year's team captain, the captain for the Navy game. Well, the seniors met for about four nights and they really argued about it; but the ultimate outcome was they didn't pick a captain. The first class are the captain; they will go out as a group - that's 25 of them - and they are going to have one to call the toss, probably now they'll end up with two. But that group of seniors set four goals for themselves at the beginning of the year, before they even went on the field: (1) that they were going to have a winning season, (2) they were going to win all their home games, (3) that they were going to beat Navy, something that first class group has never done, and (4) they were going to get a bowl game. They've got one goal to go and I'm convinced that they're going to do it.

We're running about .632 win-loss percentage in our athletic competition. Baseball has a new baseball pitching coach this year; that's made a big difference in that team's success. Womens' volleyball - Gambardello is now in his second year with us and he's beaten Navy both times in womens' volleyball. Soccer; beat Navy 1-0 (in the fourth quarter), Army made the only goal - great game! And 150 pound football; amazing that they tied for the league championship; it was a three way tie, Cornell, Army and Navy. We beat Cornell, Cornell beat Navy and darn if Navy didn't beat us at Annapolis 17-0; would never have believed it! Well, we played a post-season game, the Anthracite Bowl, in Pottsville, Pennsylvania; 52-0 we beat Navy. The other Bowl game is the Cherry Bowl, that's December 22nd, it's in the Silver Dome. We'll work on what we do about that Bowl starting next Monday. Our focus now is on the Navy game.

In thinking of entering classes, I don't know how many of you read the New York Times Magazine section the week before last. It's called "Hot Colleges." How Army got with "Hot Colleges" might cause some graduates to wonder, but - great place to be. I'm delighted to see us there.

ARMY COMMANDERS' CONFERENCE

I went down to the Commanders' Conference, as I always do, and spoke, which I don't always do, because they usually run out of time. I spoke for 15 minutes and covered two subjects with them:

USMA Faculty Initiatives

As we form two new Army divisions, we're short officers. Obviously some people would think "maybe we could grab officers from the Military Academy." And the Commanders, who are not all graduates, but are the leadership of the Army, said: "we'll take the pain; we will keep the military instructors at West Point, because they're that important to what we're doing in the Army of training young people to be the officers of tomorrow". I outlined to them some work that the Chief of Staff had us do here at West Point; which is to make sure that the faculty, the serving officers here, stay close to the Army. We must make sure they remain a vibrant, dedicated, productive group of

the very best officers we have. What we've come up with is in our selection boards for permanent professors, we will have one member of the DA Staff participate. They're then quite aware of the kinds of individuals that apply, the criteria we use, and can actually assist us in any views that officer in the DA staff can give of the Army in the field.

The selection committee for the Dean now will be convened by the Secretary of the Army - I've sent a list of officers that I think have qualities and talents that would assist us in selection of a Dean. That selection committee will then give me three names; they'll work here at West point in their interviews. Quite obviously, they know who they're picking from. They can, by law, only pick one of the Heads of the Departments to be the Dean. Then they'll say why they picked number one, two, and three, and I'll go down and discuss that with the Secretary, giving him my recommendation on the three. The Secretary will decide who will be the Dean.

As with DOPMA, our permanent professors at the 30 year point would be considered for extension beyond 30 (which we now do) on the basis of health, vitality, and the contribution that the officer is making to the Army, particularly to West Point. The Dean, when appointed, would serve a tour of 5 years; again, extended by the Secretary of the Army when that's in the best interests of West Point and the Army.

The last area is to keep the permanent faculty current with the Army. Those officers, in time of war, are not going to be the Division Commanders. Not that they can't; some of the younger ones of the permanent faculty could, but I'm talking the permanent professors. Obviously, the rotating faculty would be replaced by Reserve Officers in most cases, as they would go out. They are some of our very best and we would want them immediately in our combat units. And I might comment, we do have, and have been checked on recently by DA, our mobilization activities at West Point. But to keep the permanent faculty that is primarily a teaching group current, the effort is to make sure they know the challenges that the young graduate faces as an officer, so that we're certain always that: (1) our curriculum is staying current, and (2) that we are properly taking care of that rotating faculty that is going back into the Army. We must see to it that they stay very competitive after they finish their three years teaching here. So the effort will be that once every three years, for the summer, the permanent faculty will go out. My pitch to the Army Commanders is to assist us in having positions that these officers can fill in the summer that will accomplish that bit of knowing what the Army's all about. The National Training Center is a great place. The Reforger Exercises are good. We sent officers out this past summer. They might, as a sabbatical every sixth or seventh year, take a year with troops. We've done that with two of our professors. We'll make certain, and we've done this up 'till now, that our permanent faculty are all Command and General Staff graduates by their 18th year, either in residence, which we prefer, or by correspondence. We'll make sure that we continue in the Army War College Fellowship and Graduate program.

I think our record in staying close to the Army is very good. We do a lot of guest lecturing at DOD schools. We're involved in research projects here. One that the Army is very interested in now is showing the correlation

between education level and how well the tank crews do going down range at Grafenwoehr. This is a way of showing the Congress that these bonuses and these educational programs are indeed a way of increasing the effectiveness of the force. Recently, evaluation of National Guard units was done by Colonel Flint, Professor of History, and Colonel Pollin, the Professor of Mathematics. This means we're sending officers all over; Korea, Germany, Grenada, Alaska, Japan, not only primarily in the summer, but all year long.

Five officers this year were selected for the White House Fellowship Program; three were West Point graduates, two from our faculty. We had Major Putignano and Major Wood, both assistant Professors in Social Sciences. Remember, we've had a lot of great ones in the Army that were Fellows before; John Moellering, the former Commandant, was a White House Fellow; Woodmansee, who commanded the Division at Hood, now with DCSOPS was one; Pete Dawkins was one; Bernie Loeffke, who had been our Liaison Officer in China, then the attache; Dana Meade who is now out with International Paper. They were some of our White House Fellows.

I won't touch on Academics because the Dean's going to talk to you about ABET Accreditation and what went on in that, and some minor changes in electives.

Army Effective Writing Program

This was the other subject that I presented at the Army Commanders' Conference. This was something that West Point was asked to do; the Department of English last summer developed a program that will be implemented in the Army at all service schools to improve writing skills. We again will send a team out next summer, going to the various installations, helping the Army learn to write better. One of our officers will, because he's being reassigned this summer, head that program for TRADOC. I think we've already presented to you how we here at West Point make sure that the writing thread goes all the way through the four years of cadet training.

SUMMER TRAINING

The Commandant's people will, I am sure, answer questions on summer training; I think you've watched it every year. One thing will change, starting next year. Each summer we've increased the number of cadets who go to the Drill Cadet Program. It will go to probably its final point, which is 50 percent of the new second class. We never have a bad leadership training experience in the Drill Cadet Program. On the other hand, the Divisions can't always give the cadet what we'd like to have in the Cadet Troop Leadership Training (CTLT) program. Some units are going to be in garrison; you're going to spend a lot of time in the motor pool, which is good training for a cadet, but a cadet just does not understand that. He really wants to get out in the field, and that's where we'd rather have him. By reducing the number we send to CTLT, I think we can make sure that more of them get that type experience.

RECENT PUBLICITY

Both Army and Navy got the "Golden Fleece" award recently. At first everyone wanted to write a rebuttal; that's not going to accomplish much.

There's no doubt that if you focus only on the monetary aspect, we did not get that \$500,000 that we thought would have been income from the Army-Navy game at the Rose Bowl in Pasadena. But the point that I think we ought to make is that the exposure to the West Coast was worth the trip. And it was immediately noticeable. The Class of '88 came in with a significant increase from California. We have to keep working on it, the population is shifting that way. So exposure on the West Coast is important to us. The other point that needs to be made is this year we spent no more appropriated money than we did in other years. So, for someone to think that because you didn't get that \$500,000, more of the taxpayers money had to go into our athletic program, that's not true. We just cut back in some areas. We filled Michie Stadium for football this year and, fortunately, this year we had TV exposure with Air Force, so we balanced the athletic budget. But even if we hadn't received added revenues, we would not have upgraded appropriated monies to cover the short fall.

We've made the press a bit of late; a Newburgh attorney has been taken on by some of the residents here at West Point in regards to allegations at the Child Care Center. That investigation is still ongoing; we have been cooperating and made all the required reports when the allegations first surfaced. The emotions that are involved are certainly understandable. One of the allegations in the newspaper is that people did not want to come forward because of retribution. Well, the individual whose child was apparently abused works downstairs (Building 600), and has never been moved from his job. He's a fine soldier. The effort is, you know, to make certain that the Child Care Center is a safe place for children to be. I'm convinced it is. We have taken the action required. I hope it will be adequately demonstrated that it stays that way.

IMPACT AID

You're going to receive an update towards the end of our session on Impact Aid, which you know I'm always interested in because it affects the faculty coming to West Point. If we don't have a good high school here in the area, we're not going to draw the faculty we need.

So, that covers the spectrum of what I think's going on this year. I'd be glad to answer any questions you might have.

MATERIAL FURNISHED TO THE 1984 BOARD OF VISITORS

1983 Board of Visitors Report

Rules of the Board of Visitors, September 1979

Current USMA Catalog

The ROTC Workshop in Military History at West Point: An Investment in the Future of our Profession

1984 Board of Visitors Roster

Board of Visitors Report of Air Force Academy (April 14-16, 1983)

Board of Visitors Report of Naval Academy (September 9-10, 1982)

Summarized Minutes, Organizational Meeting (April 11, 1984)

Summarized Minutes, Summer Meeting (July 19-21, 1984)

The Disciplinary Review Committee Report

USMA Curriculum and the Optional Majors Program

Fact Sheets:

Army-Navy Pasadena Foundation Financial Update

College Football Television Developments - Impact on AAA

Athletic Recruiting

Impact Aid Update

Impact Aid Update for Highland Falls-Fort Montgomery Central School District

Biography BG Peter H. Boylan, Jr.

Cadet Retention

USCC Pamphlet Number 632-1, The Honor Code and Honor System

Two Part Article on USMA Admissions Committee the Selection of Class of 1987

Extracted from Assembly

West Point Day Care Center, USMA Press Release Number 145-84

"Hot Colleges and How They Get that Way" (New York Times Magazine, November 18, 1984)

Newspaper Clippings:

Announcement of Mr. Lasker's Election as Chairman, BOV (New York Times, April 12, 1984)

President's Acceptance of the 1983 BOV Report (Army Times, April 9, 1984)

USMA Curriculum Discussed (Evening News, July 22, 1984)

Board Eyes USMA Practices (Evening News, July 22, 1984)

Visitors Board Meeting Opens at West Point (News of the Highlands, July 19, 1984)

Academy Board Studies Honor Discipline Admissions (Evening News, July 23, 1984)

Concentrated Training Given USMA Cadets (Evening News, July 24, 1984)

