



**UNITED
STATES
MILITARY
ACADEMY**

WEST POINT, NEW YORK

**REPORT
of the
BOARD of VISITORS**

DUTY

HONOR

COUNTRY

December 31, 1985

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 members.

(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

	PAGE
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
 <u>APPENDIXES</u>	
1. Minority Views of Member Garrison H. Davidson.....	9
2. Minority Views of Members Hamilton Fish, Jr. and Matilda L. H. Forbes.....	16
3. Summary of Actions Taken in Response to 1984 Recommendations.....	17
4. Summarized Minutes, May 1, 1985 Meeting.....	21
5. Summarized Minutes, June 29-July 2, 1985 Meeting.....	27
6. Summarized Minutes, December 12-14, 1985 Meeting.....	35
7. Letter Appointing the Executive Committee.....	44
8. Superintendent's Report to the Board.....	45
9. Materials Furnished to the Board of Visitors - 1985.....	50

ANNUAL REPORT OF THE BOARD OF VISITORS
OF THE
UNITED STATES MILITARY ACADEMY, 1985

West Point, New York, December 31, 1985

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

Phil Gramm, Texas
Lowell P. Weicker, Connecticut
J. Bennett Johnston, Louisiana
Carl M. Levin, Michigan

Representatives

Hamilton Fish, Jr., New York
W. G. (Bill) Hefner, North Carolina
Julian C. Dixon, California
David O'B. Martin, New York
Elwood (Bud) Hillis, Indiana

Presidential Appointees

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

Ms Matilda L. H. Forbes; Educator; Novato, 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; Columbia, Maryland
(Appointed in 1984 to serve through 1986).

Mr. Clyde H. Slease; Attorney at Law, Ligonier, Pennsylvania
(Appointed in 1985 to serve through 1987).

Mr. Michael W. Grebe; Attorney at Law, Mequon, Wisconsin
(Appointed in 1985 to serve through 1987).

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 provided to each member of the Board prior to the scheduled sessions. A list of material so furnished is shown at Appendix 9.

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 1985. As has been the practice for several years, the Board held three meetings during 1985. The first, an organizational meeting, was held in Washington, DC on May 1, 1985. A summer meeting was held at West Point from June 29 through July 2, 1985. The required annual meeting of the Board was held at West Point December 12 through 14, 1985.

b. May 1, Washington, DC. The organizational meeting was held in the Dirksen Senate Office Building and was attended by all six Presidential appointees, three members from the House of Representatives (including the interim Chair, Mr. Hamilton Fish, Jr.), and one member from the Senate. Unfortunately, the three other members of the Board from the Senate had not been designated by the Vice President or President pro tempore of the Senate. Quorum was achieved, however. Purposes of the organizational meeting were to (1) elect officers of the Board, (2) select an Executive Committee, (3) consider a change to quorum requirement which was proposed by the 1984 Board, (4) schedule additional meetings for 1985 and (5) identify agenda items of interest to be explored by the Board in 1985. Summarized minutes of this meeting are at Appendix 4. This session was open to the public.

c. June 29 through July 2, West Point, NY. The summer meeting of the Board was held at West Point. This meeting was attended by the six Presidential appointees and three members from the House of Representatives. Additional members (two Representatives and one Senator) were unable to attend due to the press of other duties; three vacancies on the Board from the Senate had not been filled by appointments. However, quorum was achieved and the Board was able to (1) consider several items of interest (admissions, leadership development, curriculum, faculty, academic modernization, and possible changes to the Board composition and schedule),

(2) observe the reception of new cadets to West Point, and (3) visit Cadet Field Training. Summarized minutes of the meeting are at Appendix 5. The meeting was open to the public.

d. December 12 through 14, West Point, NY. The annual meeting of the 1985 USMA Board of Visitors was held, as required, at West Point. This meeting was attended by the Chairman, Congressman Fish; the Vice Chairman, Mr. Slease; Ms. Forbes, General Davidson, Mr. Mounger and Mr. Grebe. Purposes of this meeting were to (1) conclude consideration of agenda items selected at the organizational meeting, (2) discuss any additional topics recommended by the Board or the Superintendent, including an item raised at the summer meeting concerning the experience in the Army of women graduates of the Academy, and (3) draft the 1985 Report to the President. Quorum was achieved. The Board was pleased to note the recent designation of three Senators to fill the vacancies on the 1985 Board, although the press of Congressional duties precluded their attendance at this meeting. Summarized minutes of this meeting are at Appendix 6. The meeting was open to the public.

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

9. CONCLUSIONS AND RECOMMENDATIONS.

a. General Conclusions: The United States Military Academy is in its one hundred eighty third year, as well as the fifth year of the superintendency of Lieutenant General Willard W. Scott, Jr. The 1985 United States Military Academy Board of Visitors (BOV) finds the Academy in overall vibrant health and optimistic about its future. This finding is due to several factors: the present pragmatic, wise, and stable leadership West Point has enjoyed for nearly five years; the emergence of the United States Military Academy's reputation into national prominence as an institution of higher learning rivaling the most popular colleges in the country today; the dramatic revitalization of Army football which has contributed to the esprit de corps; the intensified efforts to recruit a cross-culturally diverse student body; the ten year symbolic landmark of the acceptance of women as cadets; and the Academy's expansion to its recently acquired facilities at New South Post.

The USMA Board of Visitors is pleased to report the following successes and transitions during 1985: the largest class with the lowest attrition rate in a decade graduated in May; the issue of Impact Aid for the Highland Falls School District has been resolved effective through school year 1986; USMA received final accreditation of four engineering programs through 1991 by the Accreditation Board for Engineering and Technology; Academy athletic teams achieved a .637 winning percentage as noted by the 1985 intercollegiate athletic competition scores; completion of the multipurpose sports complex; attrition rates appear to be on a downward trend as indicated by statistics for the Class of '89; and the Academy received Department of the Army support for funds to improve the USMA Child Development Center.

The Board visited the Department of Physical Education and was briefed extensively on the physical development program for fourth to first class cadets. The Board of Visitors commends the Department for offering a fair and solid base which prepares graduates well for the physical demands placed on them as Army officers.

The BOV suggests that USMA continue its aggressive efforts to attract a qualified student body that is representative of the country's changing demographics. The BOV also urges the Academy to anticipate and study one of its greatest future challenges, recruitment, as projections indicate the pool of qualified applicants may be smaller as early as the next decade.

The Board expresses its sincere thanks to the Secretaries of the Departments of Defense and of the Army, as well as the Military Academy, for the prompt payment of \$432,000 in support of the Section VI, PL 81-874 contractual arrangement with the Highland Falls-Fort Montgomery School District for education of high school students from West Point for the school year 1985-1986. Further, the Board recommends continuation of the Section VI arrangement until there is no further need for supplemental monies to cover the cost of education for West Point students attending the Highland Falls high school.

This Board of Visitors, as did the 1984 Board, supports the academic modernization plan of the Academy, to include the recently acquired facilities at New South Post, and the continued timely funding of this plan.

Finally, in this "year of leadership," the BOV congratulates the staff and faculty at USMA for their many accomplishments. Nurturing America's future leaders and concurrently setting high standards for the whole U.S. Army is a demanding mission. To insure that dedicated young officers with leadership abilities and skills will leave the gates of West Point to serve in this nation's defense in the eighties and thereafter, a unique infusion of personnel, environment, and sense of history is required. The United States Military Academy Board of Visitors is happy to report that it finds this special combination at the Academy in 1985.

b. Specific Conclusions and Recommendations:

(1) TOPIC: Faculty Composition

CONCLUSIONS: The Academic Board constantly analyzes the composition of the academic faculty relating to permanency (tenure), educational attainments (degrees), military vs. civilian, women, minorities (emphasizing black representation), visiting professors, and other pertinent factors. The current faculty is predominantly military with approximately fifteen percent tenured and a comparable percentage with Ph.Ds. Further, the Academy is assiduously attempting to increase the representation of women and Blacks on the faculty.

RECOMMENDATION: The raison d'etre of the Military Academy is to produce career soldiers; therefore, the Board concurs that the academic faculty should remain preponderantly military. The significance of the faculty as exemplars, together with their intimate association with the

cadets in small classes and in a myriad of non-academic activities, vindicates a mostly military faculty. The uniqueness of West Point as an undergraduate military institution is appropriately less fettered with a low proportion of tenured professors; but the Academy should continue to endeavor to increase the number of Ph.Ds. Commendably, the Academy has striven to increase the number of women on the faculty and should correct this distortion by diligently recruiting female West Point graduates and visiting professors. The pertinacity exhibited by the effort to add black faculty members is admirable and the Academy should persevere to increase the black faculty percentage with possible emphasis on visiting professorships and contacts through the ROTC and Black colleges. Also, see minority views of Members Fish and Forbes at Appendix 2.

(2) TOPIC: Curriculum

CONCLUSIONS: The Board has reviewed development of the dual-track curriculum and implementation of an optional majors program, and has considered the significant impact on the USMA academic program during recent years as the result of these changes. The Board has concluded that the new curriculum represents an affirmative factor in connection with the Academy's admissions programs and appears to have had a positive effect in obtaining accreditation from the Accreditation Board for Engineering and Technology. However, the Board also recognizes the concern for continuing emphasis on the core curriculum and the traditional "major in military art," given USMA's unique mission as a military academy.

In addition, the Board reviewed suggestions concerning (i) the efficacy of the optional majors program in fulfilling the Academy's mission, (ii) the advisability of establishing a "capstone" course in the first class year in weapons systems engineering and (iii) the desirability of establishing a goal that the Academy's course in military history remain nationally pre-eminent.

RECOMMENDATIONS: The Superintendent and Academic Board should continue to monitor the development of the dual-track curriculum and the optional majors program and confirm that it is having an affirmative impact on admissions and accreditation. In addition, the Superintendent and the Academic Board should continue to stress the importance of the core curriculum and its emphasis on education in the "military art", including courses in military history. The Board requests a report from the Academic Board with respect to the items contained in paragraphs (i), (ii) and (iii), above, for discussion during the Board's meetings in 1986.

(3) TOPIC: Attrition

CONCLUSIONS: The Board received an update from the Academy concerning attrition, and was briefed on an ongoing study prepared in response to a recommendation from the Board in 1983. The study confirms a dramatic reduction in the percentage of USMA graduates resigning from active duty, with the cumulative resignation rate continuing to parallel the

declining resignation rate six years after graduation. In addition, the study (which has not yet been completed) confirms a reduction in cadet attrition which has, for all practical purposes, achieved the goals established several years ago by Department of the Army.

RECOMMENDATIONS: The Board compliments the Academy for the positive trend in attrition rates and recommends that the Academy place continued emphasis on this subject. In particular, the Board looks forward to receiving the completed study concerning attrition and further recommendations for continued reductions in attrition.

(4) TOPIC: Possible Changes in Statutes Enabling the Board of Visitors

CONCLUSIONS: This matter was discussed at length at both the organizational meeting and summer meeting. Principal discussion involved the questions of (a) effectiveness of the Board of Visitors and (b) composition and meeting schedules. Outlines of the discussion appear in the minutes of these meetings.

At the annual meeting, Member Davidson dissenting, the effectiveness of the Board was again discussed and a majority of the Board came to the conclusion that the Board of Visitors was functioning effectively and carrying out its responsibilities as set forth in the statute governing its operation.

RECOMMENDATION: The Board had no specific recommendation on this topic.

(5) TOPIC: Governance of the USMA

CONCLUSIONS: Discussion of this matter was begun at the organizational meeting and continued at the summer meeting. Reference to the tenor of the discussion appears in the minutes of these meetings. The item was again on the agenda for the annual meeting and considerable time was spent debating whether or not USMA was adversely affected in recent years by alleged interference from the Department of the Army and thus was unable to control the academic program as had been traditionally provided by the Academic Board. A majority of the Board of Visitors, Member Davidson dissenting, after a full and free discussion came to the conclusions that USMA was not suffering from undue influence from the Department of the Army and its internal governance was intact.

RECOMMENDATION: The Board had no specific recommendations on this topic.

(6) TOPIC: Admissions

CONCLUSIONS: The Board takes note of the fact that the Class of 1989 is highly qualified. This year USMA achieved all class composition goals for the admission of leaders, scholars, athletes, Black, Hispanics, and women. The Board is further encouraged that young people recently

admitted chose the Academy for its academic excellence, personal development, overall reputation, and career opportunities. The Office of the Director of Admissions has several excellent programs aimed at attracting highly qualified minority candidates. Results indicate USMA is achieving success in one of the most competitive markets - college admissions.

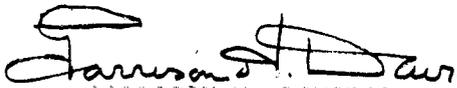
The Board of Visitors strongly supports continuing Academy efforts to achieve the ultimate goal in minority admissions (Black, Hispanics, and American Indians) that is representative of the national population.

RECOMMENDATION: The Board strongly recommends that the Academy continue the intensive efforts and application of resources in the achievement of admissions goals. Further, the Board recommends that the Academy review its recruiting literature to insure that the challenge of cadet life and prospects of long-term sacrifice and service are adequately presented to candidates.

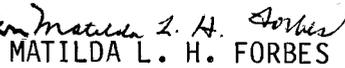
1985 USMA BOARD OF VISITORS



HAMILTON FISH, JR.
United States House
of Representatives
Chairman
USMA Board of Visitors



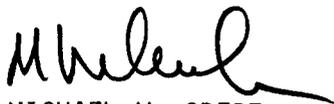
GARRISON H. DAVIDSON
LTG, U.S. Army, Retired
Oakland, California



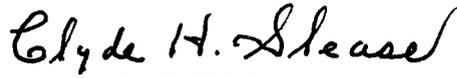
MATILDA L. H. FORBES
Educator
Novato, California



WILLIAM D. MOUNGER
Independent Oil Producer
Jackson, Mississippi



MICHAEL W. GREBE
Attorney at Law
Mequon, Wisconsin



CLYDE H. SLEASE
Attorney at Law
Ligonier, Pennsylvania

MINORITY REPORT

This minority report is submitted in accordance with para 2.06 of the Rules of the Board of Visitors and with the request that it be appended to the Board's Annual Report of 1985.

1. Topic (2): The Academic Curriculum

The majority of the Board reached two conclusions. They confirmed:

a. The affirmative effect of the dual track curriculum on admissions and majors;

b. The apparent positive effect on accreditation by ABET.

They also recognized the significant impact on the academic program from the first two factors (a. above) but at the same time urged continuing emphasis on the traditional core curriculum and the education in the military art it professes.

Their views are silent with respect to the all inclusive question of whether the new curriculum is the best to produce potential combat leaders of the highest quality and therefore in the best interests of the Army and the nation.

Of course, change is a function of growth. It is inevitable if progress is to be made and therefore to be expected. However, when the proven pattern of evolution of an institution of higher learning is supplanted by arbitrary action it seems the better part of wisdom to be certain that the new direction of effort remains sound. Therefore, it is most timely and fitting that some sort of an analysis of the changes to the academic curriculum in recent years (understood to mean the last decade) be made. The report that follows represents a capsule of such a study.

The Military Academy is unique among institutions of higher learning and has but a single goal; the development of potential combat leaders. Over the period of more than 160 years the school developed a correspondingly unique program termed a broad curriculum. It was broad in the sense that in a single four year package, it combined the equivalent of about three years of the usual college engineering type course with the appropriate essentials of two years of a liberal arts program.

The result was an ingenious pairing on an approximate two to one basis that provided a solid foundation to meet the wide variety of challenges the career military leader can expect to be required to meet.

This was the nature of the traditional core curriculum required uniformly of all cadets up to World War II and for more than the generation that followed. It was thrice tested in the revealing crucible of combat and thrice it passed the tests with eminent success.

APPENDIX 1

In the mid-70s, contrary to the teachings of history, against the values of proven experience and in the absence of a demonstrated need, radical changes were made. It was these changes that led to the dual-track curriculum and then to majors.

As a result there no longer is a single core curriculum. Now there are two and indications that the demands of true majors may impinge upon these.

Obviously this is a major break from traditional evolution. Unfortunately, the full nature of the transformation and the manner in which it took place received little if any notice in the public press when the Academy stood at the crossroads where one direction pointed to an improved academy type institution and the other to just another fine university.

The basic question then becomes which kind of academic program produces potential combat leaders of the highest quality and which is in the best interest of the Army and therefore of the nation.

It is for these and other reasons that I do not concur with the limitations placed on the proposed review requested of the Superintendent and the Academic Board.

Therefore, it is my recommendation that the monitoring requested of the Superintendent and the Board include:

- (a) A check on the accuracy of the foregoing, and;
- (b) If found accurate the desirability and practicality of reversing the trend of the academic curriculum back toward a program more appropriate to an academy.

2. Topic: A Capstone Course

It is appropriate to mention here the matter of a capstone course to the academic curriculum.

In peacetime the Army's responsibility to prepare for war includes the design of the tools of its trade as well as the training of the men who are to use them.

It is difficult to visualize a more effective way to send graduates forth into the service than with a sound knowledge of the methods and principles involved in determining the nature of the tools with which they will have to work.

Such an understanding involves many factors. First knowledge of the capabilities and limitations of the materiel that provides fire power, movement, observation, communications and supply to the battlefield. There then follows the determination by computer aided mathematics of the organization and the tactics that will provide the highest probability of battlefield success.

Knowing the methods and principles at the undergraduate building block level it would be a natural progression to apply them at successive higher levels as the officer moves steadily up through the Army's splendid school system until finally at the War College level where concerns are national. It is there that the cost of weapons systems currently is having such a compelling effect on the national economy and the whole fabric of the nation.

This was the kind of academic-military endeavor that originally was in back of the thought to convert the classroom teaching element of the military science course to an academic endeavor and place it under the dean. The change finally took place in the middle of the last decade in the form of a different kind of undertaking than originally conceived under the title of a military psychology and leadership endeavor.

It would be a tremendous feather in the Academic Board's cap were it to find the innovative idea of a capstone course in weapons systems design feasible and desirable. No other academic endeavor would have a more far reaching practical impact on the nation in peace time. It will be interesting to learn West Point's answer to the challenge.

3. Topic (5): Governance

The majority of the Board of Visitors concluded that, in recent years:

- a. The Academic Board was able to control the academic program, and;
- b. The USMA was not suffering from undue influence from the Department of the Army.

In accordance with those conclusions the majority made no specific recommendations.

It is my understanding that the term "in recent years" refers to the decade just closed last June 30.

The conclusions of the majority deal with but two relatively minor parts of the major problem which has to do with the question of whether the proven principles governing academic freedom in a military atmosphere have been changed, and if so, whether the change will produce better qualified potential combat leaders in the best interests of the Army and the nation.

The traditional principles have very impressive credentials. They bear the hallmark of three Presidents of the United States. The Military Academy was conceived by Washington and became an obsession with him. It was birthed by Jefferson and given the principles of its governance by Monroe.

The latter's rules were formally published in War Department Regulations of 1821. It was natural that the form of governance they prescribed would follow the popular customs of the day and reflect the thinking of Washington and Jefferson as well as Monroe's own. Accordingly, the principles included a system of checks and balances.

The letter of the regulations provided for conjoint control of academic and allied matters by the Superintendent and the academic staff, majority determination of questions and adjudication of differences between the Superintendent and the academic staff by the Secretary of War.

The arrangement served the nation well over the ensuing eight generations. Its principles were respected by a long line of distinguished secretaries of war, chiefs of staff and superintendents, including Robert E. Lee when superintendent and the imperial MacArthur as superintendent as well as later chief of staff. Under its guidance the American concept of a military education evolved and as it grew the product was thrice tested in the revealing crucible of major combat and thrice did it prove eminently successful.

Then early in the decade just closed as I have earlier stated "the teachings of history and the proven values of experience were ignored and in the absence of a demonstrated need, radical changes were suddenly and arbitrarily made." In my opinion they did the Academy harm and delayed its further natural evolution for at least five years according to incontrovertible evidence.

This evidence clearly lists a goodly number of changes to the academic program that were contrary to previous Academic Board policies and certainly must have been changes the Board was unable to control. In the vernacular "the program wasn't broken, but it was fixed."

The effects during the last half of the decade cannot be so precisely identified and reliance must be placed on circumstantial evidence to comment on the further evolution of the trend into the dual track curriculum and majors.

Let me cite one chain of evidence:

1979 (prologue) - The Academy's decennial self-evaluation made preparatory to requesting accreditation for another ten years of its program of education; after citing the large number of studies of the school recently made, stated that each confirmed the wisdom of a broad education and rejected disciplinary majors as too specialized for the wide variety of tasks Army officers are required to perform.

1981 - The 1981-82 Academy catalog asserted that, "The Military Academy provides the broad education demanded by the military profession."

1981 - Correspondence from the Pentagon expressed the view that, "the time may be right to move forward with the majors concept."

1983 - The 1983-84 catalog announced the adoption of optional majors.

Certainly it is reasonable to assume from this chain of events that the Academy did in fact also undergo outside influence during the last half of the decade as well and therefore was unable to control the academic program.

Obviously about 1976 the Academy was at a crossroads in its academic growth. One path led to continuing the natural evolution of the institution, the other toward producing another fine university program. The latter route was chosen.

This raises the question; what does the American public want and expect; an academy teaching a special art or an institution of higher learning empowered to confer degrees in a variety of branches of study?

The long succession of distinguished military leaders who found the traditional form of West Point agreeable, has just been noted. Typical of the bulk of graduates of earlier years General Patton termed the result a "holy place." Ike in '51 worded it differently, "West Point is a national asset beyond all price." Unquestionably the military academy practically, morally and physically is a national asset that must never be lost. In my view his attitude still reflects the opinion of the vast majority of the American public.

It is my further opinion that, during the decade just discussed, that the Academic Board was not able to control the academic program which in my view in fact did suffer from undue influence from the Department of the Army. Being so firmly convinced of the accuracy of my convictions it clearly becomes a duty to report them.

For these and other reasons I recommend that the proven Monroe sponsored philosophy of academic freedom in a military atmosphere be formally reaffirmed in Army Regulations.

4. Topic (4): Possible Change in Statutes Enabling the Board of Visitors

The majority reported on the fact that this topic was discussed at all three of the Board's meetings and that the principle discussions involved effectiveness of the Board and the composition and schedules of meetings.

The majority concluded that the Board was:

- a. functioning effectively, and;
- b. carrying out its responsibilities as set forth in the statutes governing its operations.

In view of these conclusions the majority made no specific recommendations.

For a number of reasons I do not concur with the majority's conclusions. In the interests of brevity I will comment briefly on but three.

First with respect to functioning effectively:

Certainly the Board is meeting regularly and submitting annual reports but the degree of the effectiveness of the reports is a matter of debate. As a matter of fact, practically the entire load has been borne by

presidential appointees. There has been little demonstrated interest among the political members. Attendance over the last generation has been; senatorial - 4%, house - 22%. Since the quorum rule was instituted in 1978 47% of the time there was no quorum. The quorum rule was revised last year to require but six attendees from a board of 15.

The lack of demonstrated interest among political appointees is understandable in light of competing concerns for their interest but surely in the best interests of the Military Academy and, therefore, the Army and the nation; the figures scream for some sort of change.

Second, with respect to responsibilities, the rules enabling the Board give it carte blanche with respect to Academy activities. Agendas instead of representing an orderly reasoned approach are grab bag affairs that tabulate the particular interests or curiosities of individual members. Consequently agendas are too long, and time for discussion too short resulting in limited debate. The inevitable result is superficiality.

Prime examples of these circumstances are the Board reports for the first part of the decade just closed. Despite the fact that the most significant changes ever in the evolution of the Academy took place during that period the Board reports were bland and provided no clear picture of the magnitude of what was taking place or expressed any concern for its probable long term effect.

Third is the fact that the members of the 1976 Board evidently were sufficiently aware of the shortcomings of the procedures of their group to recommend corrective action.

In view of the foregoing and for other reasons I echo the concern of the 1976 Board and also recommend that "the Armed Services Committees of the House and Senate review legislation establishing and regulating Boards of Visitors of the Service Academies and make such changes in this legislation as will make the Boards of Visitors more effective in providing an independent review of the several Service Academies."

5. Topic: Relative Quality of the Product

Shortly before the annual meeting a number of similar reports derogatory of the Academy appeared in several large newspapers. Notable among the allegations was a statement that the quality of the Academy product suffered in comparison to that from the ROTC course.

The situation was discussed at length during the annual meeting but no conclusions or recommendations were reached and thus the report is silent on the matter.

For the record I desire to include a statement in this minority report.

Since first joining the Board I have gathered data on this subject. While the data are not extensive, to the best of my knowledge, they are accurate and represent the best available authoritative information on the subject of relative value of the two sources of new officers.

These data demonstrate, at least to my satisfaction, that not only does the Academy produce a higher quality product than the ROTC but by a considerable, measurable margin.

6. Topic (1): General Conclusions

I request that the record show that I abstained from concurring in the general conclusions.

The wisdom of sending citizens to an academy to prepare them for a service they are prevented by other law from performing not only continues to perplex me but my concern has been exacerbated as numbers of graduates have become increasingly important to the national defense and every person at the Academy ineligible to serve in combat reduces the number of combat eligible persons by one. This obviously is clearly against the best interests of the Army and of the nation.

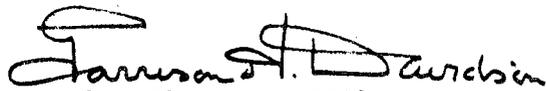
7. Topic: Leadership

Last year the Board noted with great approbation the early recognition of the situation by the current Superintendent and his prompt announcement of stability at West Point as his prime objective.

During his five year tour he has shown himself to be a thoroughly professional capable military leader. I understand he is to retire this year. It seems such a shame to penalize success.

It would be clearly to the Army's advantage to take advantage of General Scott's exceptional leadership for as long as his age permits and at its highest peacetime rank.

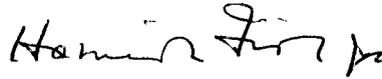
Respectfully submitted,


GARRISON H. DAVIDSON
Lieut. Gen., U.S. Army (Ret)

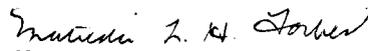
Minority Report of Members Hamilton Fish, Jr. and Matilda L. H. Forbes:

While we agree that a majority of professors at USMA should be in uniform, we also recognize the desirability of any institution of higher learning, including a military academy, to provide an optimally favorable atmosphere conducive to the open exchange of ideas.

We, therefore, endorse present efforts by the Academy to continue to expand its program of visiting civilian professors so as to facilitate maximum exposure to independent scholarly thought.



HAMILTON FISH, JR.


MATILDA L. H. FORBES

SUMMARY OF ACTIONS TAKEN IN RESPONSE TO 1984 RECOMMENDATIONS. As of
1 December 1985.

a. Title and Date of Report: United States Military Academy Report of the Board of Visitors, December 31, 1984.

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

c. Recommendations and Response: During the past year, certain actions were taken in response to the 1984 recommendations:

TOPIC: Means to Achieve Increased Congressional Participation

RECOMMENDATION: 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.

USMA RESPONSE: The recommendations above were primarily directed at Congressional appointing authorities; however, it should be noted that Congressional participation of those appointed to the 1985 Board increased over 1984. Further, regarding the suggestion, a member of Congress, Mr. Fish, was elected Chairman of the Board of Visitors.

TOPIC: Role of the Board of Visitors and Quorum Requirements

RECOMMENDATION: 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.

USMA RESPONSE: The recommendations above were primarily directed at appointing authorities. The Board did, however, vote to change the quorum requirement from 7 members to 6 members, one of whom must be from the Congress.

TOPIC: Admissions and Attrition

RECOMMENDATION: 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.

USMA RESPONSE: USMA continues to monitor attrition and to study motivational causes for attrition. The Board was briefed during 1985 on the most recent attrition study for Cadet Basic Training (CBT) 1984 and CBT 1985. Total four year attrition for the Class of 1985 was just over 30%.

TOPIC: The USMA Curriculum

RECOMMENDATION: 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.

USMA RESPONSE: The Academy remains alert to the efficacy of the dual track curriculum and optional majors (offered for the first time to the Class of 1985). The Academy also remains committed to a broad-based core (32 common courses) curriculum which, with the required military science and physical education courses, constitutes the "professional major" for each graduate. A strong writing thread, coupled with reading diagnostic and improvement opportunities, is characteristic of the USMA curriculum. Additionally, the Academic Board approved a curriculum change which exchanges a one semester literature course (formerly in junior year) with a one semester writing course (formerly the second semester in freshman year) to provide an opportunity to sharpen writing skills just prior to senior year and graduation. As has been previously noted, the current curriculum has returned the two semester sequence in The History of the Military Art to the core curriculum. In all these recent curriculum developments, support of a solid majority of the Academic Board was evident; without such support, changes could not be made.

TOPIC: Athletic Recruiting and Army Football

RECOMMENDATION: 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.

USMA RESPONSE: The Academy's academic support system of monitoring cadet progress (by staff and faculty), counseling (by faculty, tactical officers, coaches and officer representatives of cadet teams or clubs), tutoring (by other cadets) and additional instruction (by faculty) remains a most flexible and responsive system. Indeed, the Academy is sometimes accused by academicians of "not allowing a cadet to fail." The Superintendent has, as recently as September 1985, reaffirmed to the senior leadership of West Point that a cadet is entitled to receive additional instruction at a time mutually agreed with an instructor of the subject. The Academy remains committed to the basic premise that no cadet, athlete or other, will be admitted if there is not a reasonable chance of completing the four year Academy program and becoming an outstanding officer of the Regular Army.

TOPIC: Cadet Basic Training and Discipline

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

USMA RESPONSE: A "stem to stern" review of the Cadet Disciplinary System was conducted in the spring of 1984 by a committee of senior officers headed by General Roscoe Robinson. Annual reviews of Cadet Basic Training are conducted by the Office of the Commandant and briefed to the Superintendent in the spring.

TOPIC: The Commandant of Cadets

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.

USMA RESPONSE: The Superintendent has advised Department of the Army that he concurs in principle with the Board's recommendation.

TOPIC: Stability

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.

USMA RESPONSE: The Secretary of the Army recognized the need for stability of leadership at West Point in extending the superintendency of General Scott for a fifth year. Stability remains an objective of the Superintendent.

TOPIC: Impact Aid for Highland Falls Schools

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.

USMA RESPONSE: A contractual arrangement under Section 6 PL 81-874 between DOD, New York State and the Highland Falls/Fort Montgomery School District for Academic Year 1985-1986 was signed on August 14, 1985.

SUMMARIZED MINUTES
1985 USMA BOARD OF VISITORS
ORGANIZATIONAL MEETING
MAY 1, 1985, WASHINGTON, DC

1. CONVENING OF THE BOARD. The Organizational Meeting of the 1985 USMA Board of Visitors (BOV) was convened by the interim Chair, Representative Hamilton Fish, at 9:10 a.m., May 1, 1985, in Room SD 628, Dirksen Senate Office Building, Washington, DC. Members of the BOV present, in addition to Mr. Fish, included Lieutenant General (Retired) Garrison Davidson, Ms. Matilda Forbes, Mr. William Mounger, Brigadier General (Retired) George Price, Mr. Clyde Slease, Mr. Michael Grebe, Senator Phil Gramm, Representative David Martin, and Representative Elwood "Bud" Hillis. Also present for a portion of the meeting was Mr. Rodney Rideau from the office of Representative Julian Dixon. Colonel Tillar, Executive Secretary and federal representative to the BOV, was present, as was Lieutenant General Scott, Superintendent of West Point. Others in attendance included Major Tim Naccarato from Army Legislative Liaison and Majors David Coleman and Janet Drummond from Colonel Tillar's office.

2. OPENING COMMENTS AND INTRODUCTION OF AGENDA. Mr. Fish opened the meeting with brief comments welcoming all (ten) members present and offered the proposed agenda to the Board for approval (Enclosure 1). There were no amendments offered to the agenda; it was accepted.

3. ELECTION OF OFFICERS. A quorum being present, Mr. Fish opened the floor for nominations for Chairman. Ms. Forbes nominated Mr. Fish; Mr. Hillis seconded. Mr. Mounger moved that the nominations be closed; this motion was seconded and passed by unanimous assent of the members present. Mr. Fish was therefore elected Chairman for 1985. Mr. Fish opened the floor for nominations for Vice Chairman. Mr. Martin nominated Mr. Slease; General Davidson seconded. Mr. Mounger again moved that the nominations be closed; this motion was seconded and passed by unanimous assent of the members present. Mr. Slease was thereby reelected as Vice Chairman (Mr. Slease served as Vice Chairman in 1984 and was reappointed to the BOV for a second 3 year term by President Reagan).

4. SELECTION OF THE EXECUTIVE COMMITTEE. Following the election of officers, the Chairman, Mr. Fish, appointed the following members to the Executive Committee of the Board: General Davidson, Ms. Forbes, Senator Gramm, Representatives Martin and Hillis. These five, plus the Chair and Vice Chair, will serve as the Executive Committee for 1985. All appointees agreed to serve; there was no objection by any members present.

5. CONSIDERATION OF A RECOMMENDED CHANGE TO QUORUM REQUIREMENT. The Executive Secretary presented the recommendation of the 1984 Board of Visitors to change the requirement for quorum from 7 to 6 members. Rules of the Board of Visitors require assent of two thirds of the members to amend the Rules. After some discussion, Mr. Slease moved that paragraph 2.04, Rules of the Board of Visitors, be amended to read as follows:

APPENDIX 4

"2.04 Quorum. No business may be transacted at a meeting of the Board unless a quorum is present. A quorum is defined as six Board members, at least one of whom shall be a member of Congress."

General Davidson seconded the motion. There being no further discussion, Mr. Fish called for a vote. Ten members voted in the affirmative for the motion. The Executive Secretary was directed to publish a change to the Rules.

6. MEETING FORMAT FOR 1985. The Executive Secretary was asked by the Chairman to introduce this agenda item. Colonel Tillar explained that the BOV last year had adopted a format consisting of an organizational meeting in Washington and two "business" meetings at West Point, one in the summer and one in the fall. Previous Boards, however, had devoted the summer meeting to visiting cadets in training at West Point and held only one "business" meeting - the fall meeting. Colonel Tillar outlined the advantages and disadvantages of each format; the disadvantages being primarily the result of inconsistent attendance at both the summer and fall business meetings, and resultant lack of comprehension of issues by some members not able to make both meetings. The Chairman then asked that item VIII (Schedule of Additional Meetings) of the agenda be considered with this item pertaining to format. Considerable discussion followed. Mr. Fish suggested a summer meeting which would include July 1st, the day the new freshmen arrive at West Point and, additionally, an orientation for new BOV members and a visit to training of new sophomores at Camp Buckner. General Davidson argued that the summer meeting should include discussions of substance. Other members summarized potential schedule conflicts. At the conclusion of this discussion, the Board selected June 29 through July 2, 1985 for its summer meeting, to include substantive discussions on Saturday and Sunday, June 29th and 30th, and visits to Cadet Basic Training and Cadet Field Training on July 1st and 2nd. The Board also tentatively selected November 3 through 5, 1985 for its fall (Annual) meeting at West Point; this date to be confirmed at the summer meeting.

7. IDENTIFICATION OF AREAS OF INTEREST FOR EXPLORATION BY THE 1985 BOARD OF VISITORS. The Chairman recognized General Davidson who spoke at length on two topics which he recommended for BOV consideration: (1) potential changes in BOV duties and composition to make the Board more effective in oversight, and (2) the oversight and governance of the USMA. General Davidson advised the Board that he is preparing papers on these two topics for the Board and requested permission to brief these two papers to the Board at an upcoming meeting. The Chairman, without objection from the Board, included these two items among the areas of interest for 1985. Mr. Fish then advised the Board of his efforts to contact past members of the BOV and ask for suggested items to be considered. Based on responses to this effort, Mr. Fish placed three additional items before the Board for inquiry during 1985: (1) admissions, to include minority recruitment, procedures, standards and class goals, (2) faculty composition, and (3) the curriculum, its structure and focus. Mr. Fish then asked for additional items from Mr. Martin and Mr. Hillis. Both supported previously suggested items, but had no additional agenda recommendations. Mr. Martin did suggest, however, that the Board consider more meetings in Washington to

encourage Congressional attendance. Ms. Forbes was next asked to offer proposed areas of interest; she suggested no additional areas but did elaborate on her specific interest in areas suggested by Mr. Fish. Mr. Slease spoke next, offered no additional items, and urged the Board to limit its areas of interest to a manageable number.

At this point, the Chairman called for a brief recess in the Board's session in anticipation of the arrival of the Secretary of the Army, Mr. John O. Marsh, Jr.

8. REMARKS BY THE SECRETARY OF THE ARMY. Mr. Marsh arrived at the BOV meeting shortly after 11:00 a.m., accompanied by Mr. Milton Hamilton, his administrative assistant. He was introduced by Mr. Slease, Vice Chairman, who summarized progress of the Board to this point of the meeting, and invited the Secretary to address the members present. Mr. Marsh began by welcoming new members of the Board, remarking on the unique opportunity members have to render public service to the Academy. The Secretary next addressed the topic of retention of young officers in the Army, noting that generally within the first three years of service the officer will decide on whether to stay for a career. This decision is largely based on his or her experience with leadership in the Army and not the precommissioning background of the officer. Noting that this is "the year of leadership" in the Army, Mr. Marsh indicated that he intends to include this challenge in the agenda of the Army's leadership program. Next Mr. Marsh commented on his recent interview by the Armed Forces Journal, which interview questioned the utility of West Point. Mr. Marsh indicated his strong support for West Point and the valuable leadership standard it provides for the Army. He observed that he views West Point as a "3 legged stool:" education, military, and athletic (fitness). Mr. Marsh spoke at some length on the Army's physical fitness program, suggesting that the Army is setting the pace for the country in this area. The Secretary invited members to look into the Army's and West Point's physical fitness programs.

Mr. Marsh reminded the members of their opportunity to make meaningful contributions in the area of policy for the Military Academy. He urged greater participation by members of the Board from the Congress.

Next, the Secretary advised members of current initiatives in the Army's school system:

- actions to improve officers' ability to write and speak.
- emphasis on study of military history.
- emphasis on knowledge and understanding of geography.
- emphasis on language training.

The Secretary invited members of the Board to visit Army installations to better put into perspective the need for young leaders.

Mr. Slease, responding to the Secretary's invitation, asked which installations he would suggest visiting? Mr. Marsh identified Fort Bragg (Airborne and Special Operations Forces Units), Fort Benning (Airborne and Light Infantry Training), and the National Military Training Center at Fort Irwin.

Mr. Slease asked if the Secretary would entertain questions; Mr. Marsh agreed to do so. Mr. Mounger commented on his interest in communications, as mentioned by Mr. Marsh, and recounted last year's BOV recommendation in this area. Mr. Marsh responded by outlining initiatives at Fort Leavenworth (Command and General Staff College) and the branch schools. General Scott advised the Board of efforts by the Academy's English Department last summer to provide remedial instruction to Army staffs and major units.

Mr. Fish reviewed the current status of federal aid to the Highland Falls/Fort Montgomery School District (that district which provides high school education to children of staff and faculty at West Point). Mr. Marsh responded by saying Secretary Weinberger was well aware of the problem, supported a long term solution, and that he (Mr. Marsh) would check on the current status of efforts with the Department of Education.

General Price commented on the issue of officers' writing skills and efforts which should be made in the historically black colleges; he illustrated by reciting a program whereby senior black officers visited these colleges to counsel ROTC cadets, the result being no failures in the basic course by officers from these colleges. Concerning USMA graduates, General Price expressed concern about what USMA is doing to prepare them for their initial Army experience. General Price expressed his general concern that the active Army today may not be sufficiently tolerant of young graduates. He endorsed minority recruitment efforts of USMA and expressed support for the Academy's outreach programs. General Price further commented on the dilemmas of institutional versus personal ethics which confront young officers. General Price offered these observations as indicative of areas of his interest as a member of the BOV. Mr. Marsh responded and offered to General Price the Army briefing on leadership initiatives. There being no further questions for the Secretary, the Board recessed for lunch. Mr. Marsh departed, accompanied by Mr. Hamilton.

9. LUNCH. The members continued informal discussion while partaking of a light buffet luncheon served in the meeting room.

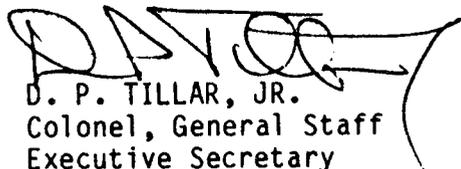
10. IDENTIFICATION OF AREAS OF INTEREST (CONT'D). After lunch, Mr. Slease, Vice Chairman acting in the absence of Mr. Fish, asked for additional possible areas of interest for inquiry in 1985. Mr. Grebe asked for a discussion during the year on cadet attrition, noting interest of the Board over the past two years. Mr. Grebe, additionally, suggested, in view of remarks by the Secretary of the Army, that the Board receive information on the physical education program of the Academy. No other topics were suggested. Mr. Slease then asked Colonel Tillar to recap the proposed areas of interest; Colonel Tillar identified seven specific areas:

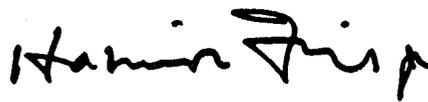
- possible changes in statutes enabling the Board of Visitors.
- governance of the USMA.
- admissions
- faculty
- curriculum
- attrition of cadets
- physical education program

Colonel Tillar suggested 3 summer briefing sessions; one with the Dean, one with the Commandant, and one with the Director of Admissions. These would be informational and background sessions with specific areas of interest (from the seven above) integrated into the briefing. Mr. Slease asked to add to the summer agenda one area of interest to General Davidson. General Davidson suggested that the first area (changes in the BOV) be included during the summer session. The proposal of the Executive Secretary, as amended, was accepted.

11. CLOSING REMARKS. Mr. Slease reminded the Board members that, should they have specific questions prior to Board meeting, they should address these questions to Colonel Tillar who will provide the Academy response. Colonel Tillar reviewed the meeting schedule proposed by the Board for the coming year. Mr. Slease asked General Scott for closing comments. General Scott responded by saying that the Board had identified all the areas of interest he would have proposed except one, long range planning; General Scott added, however, that the Board already had sufficient areas and that consideration of planning could be deferred.

12. ADMINISTRATIVE MATTERS. Mr. Slease concluded by thanking Major David Coleman for his work for the past two years with the Board and Major Naccarato for his work with Congressional members of the Board for the past three years. There being no further business, the organizational meeting of the 1985 USMA Board of Visitors was adjourned at approximately 1:45 p.m.


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


 HAMILTON FISH, JR.
 Chairman
 USMA Board of Visitors

Enclosure

AGENDA
USMA BOARD OF VISITORS
ORGANIZATIONAL MEETING
9:00 a.m., Wednesday, May 1, 1985
Rm SD 628, Dirksen Senate Office Building

- | | |
|-----------------------------------------------------------------------------------------------------------|---------------------------|
| I. Introduction of Members | Executive Secretary |
| II. Opening Comments and Introduction of Agenda | Interim Chairman |
| III. Election of Officers | Interim Chairman |
| IV. Selection of Executive Committee | Chairman |
| V. Consideration of 1984 BOV Recommendation to reduce number of members required for a quorum from 7 to 6 | Board |
| VI. Meeting Format of 1985 | Executive Secretary |
| VII. Identification of Areas of Interest for Exploration by 1985 Board | Board/Executive Secretary |
| VIII. Schedule of Additional Meetings
*Summer
*Annual | Executive Secretary |
| IX. Luncheon | Executive Secretary |
| X. Closing Remarks | Chairman |
| XI. Administrative Matters | Executive Secretary |

Enclosure

SUMMARIZED MINUTES
1985 USMA BOARD OF VISITORS
SUMMER MEETING
June 29-July 2, 1985
West Point, New York

1. ORIENTATION FOR NEW MEMBERS. At 9:15 am on June 29th, BOV members gathered in the Superintendent's Conference Room, Building 600, for an orientation on USMA. Present were Mr. Slease, Mr. Mounger, General Davidson, and Representative Hillis. Lieutenant General Scott and Colonel Tillar were also present. Colonel Tillar presented the USMA Command Briefing. Comments and questions from Board members were raised and it was pointed out that most of these topics would be discussed during the presentation of agenda items over the course of the meeting. Following the Command Briefing, the members went on a two hour bus tour of USMA. Accompanied by the Superintendent and Executive Secretary, they visited New South Post, the Multipurpose Sports Facility, Fort Putnam, the Jewish Chapel, the Catholic Chapel, and Eisenhower Hall.

2. CONVENING OF THE BOARD. The summer meeting of the 1985 USMA Board of Visitors (BOV) was convened by the Chairman, Representative Hamilton Fish, Jr., at 2:00 pm, June 29, 1985, in the Commandant's Conference Room, Building 745, West Point, New York. Members of the BOV present were: Representative Fish, Vice Chairman Mr. Clyde H. Slease, Ms. Matilda Forbes, General Garrison Davidson, Mr. William Mounger, Mr. Michael Grebe, and Representative Elwood Hillis. The Executive Secretary, Colonel Donaldson Tillar, was present; a quorum (6 members, including at least one member of Congress) was present. Also present for the opening of the session were Lieutenant General Willard Scott, Superintendent, USMA; Brigadier General Peter Boylan, Commandant of Cadets, USCC; and Lieutenant Colonel Bob Williams from the Army Legislative Liaison Office.

3. INTRODUCTION OF THE AGENDA. Colonel Tillar offered a proposed agenda for approval. The agenda, attached as Enclosure, was accepted without objection.

4. BOARD DISCUSSIONS.

a. Admissions. Colonel Tillar introduced the first agenda item, an overview of the admissions process and its operating constraints and policies. This agenda item had been identified at the Organizational Meeting in May 1985 by Mr. Fish.

The briefing, whose purpose was to inform Board members of the mission, organization, and programs of the Admissions Office, was presented by Colonel P. A. Rushton, the current deputy and soon to be Director of Admissions.

Topics that were covered included the mission and critical tasks, statutes and regulation basis, 30 year record, history of class composition, market demographics and competition, organization of the admissions office, field force, minority recruitment programs and statistics, early action, general requirements for qualification, an admissions case study, the future, and class of 1989 composition.

Several questions were posed during the ensuing discussion period. Mr. Slease asked if West Point had received any adverse publicity or negative feedback as a result of the New York Times Magazine article on the "Hot Colleges." Colonel Rushton stated that the reception to that article was almost 100% positive; quality as well as quantity of applicants have been up this year. There have also been numerous residual effects from the good publicity of that article.

Mr. Fish questioned the need for advertising and relying upon the media to spread the word about USMA. It was pointed out that public service radio spots and direct mail programs are the first source of information for many applicants.

The setting of admissions goals was questioned by Mr. Slease. Colonel Rushton explained that goals are determined by the institution; proposed by the admissions committee, presented to the Academic Board for decision, then guidance is received from Department of the Army. The quality and realism of the market enters into the Academy's setting of goals and its success or failure in achieving them.

Mr. Grebe asked if West Point ever encounters situations where qualified minority applicants have been identified but have difficulty obtaining an appointment. Colonel Rushton answered that this does occur, but through the nomination assistance program, efforts are made to refer qualified candidates who need nominations to Congressmen and Senators. If this fails, Superintendent's nominations can be used. Mr. Fish stated that he hoped the admissions goals reflect what the Academy really wants to do in the different areas. Colonel Rushton responded that the ultimate goal in equal admissions is to be representative of the national population.

In response to the question of what USMA is doing to insure maximum success in the shrinking market of eligible high school students, Colonel Rushton stated that efforts are being made to reach greater numbers of high school juniors through direct mail, and commanders throughout the Army are being encouraged to identify qualified soldiers and candidates from military families. The Superintendent stated that the purpose of West Point, to train leaders, is accomplished through a curriculum that is an integrated effort providing students with more than a mere single subject orientation with leadership as the whole effort of the exercise. This is recognized by the American population as a whole, and therefore, makes USMA an attractive college option worthy of the publicity and attention it receives.

b. Leadership Development. BG Boylan, the Commandant of Cadets, presented a briefing on the USMA Leadership Development Program. This item was placed on the agenda based on the expressed desire of several Board members to learn what the Academy is doing to prepare graduates for their initial encounter in the Army. The briefing included detailed discussion on the philosophy of the program, the leader development process, how the program is put into practice at USMA through a sequential four year program, the roles played by the staff and faculty, the membership of the Leadership Development Committee, and initiatives for the future. An effort is being made to determine if the leader development process is doing what it should to produce a graduate who is both immediately prepared to function successfully as a junior officer and as one who is motivated and committed to a life time career of service in the Regular Army. Questions and discussion followed.

Mr. Slease asked how it will be determined if the program is effective. General Boylan responded that this will be done through feedback to cadets on their performance and the close monitoring of their activities subsequent to that. This will hopefully be done through implementation of a data management system.

Mr. Fish asked the Commandant to discuss the selection and role of tactical officers. General Boylan explained that there is a tactical officer (Captain or Major) for each of the 36 cadet companies (each company has approximately 136 cadets). Additionally, each regiment (nine companies) has a Lieutenant Colonel regimental tactical officer. Each one is personally selected by the Commandant and serves by law as the commander of the cadet company with responsibility for all activities within, including leadership and moral/ethical development of cadets.

General Davidson asked if the system for determining the leadership capabilities of cadets is getting too complicated. The Commandant agreed that the art of leadership has become complicated as our understanding of human nature has increased. This is the reason that a lot of effort has been expended by the office of the Commandant to work closely with the Department of Behavioral Sciences and Leadership (BS&L) on the Dean's side to define the methods of teaching leadership and improving the feedback to cadets.

General Davidson questioned the ethical/professional thread that covers a cadet's four year development. Colonel Tillar responded by discussing the Superintendent's Ethics and Professionalism Committee which is comprised of a cross section of members of the staff and faculty. That committee insures that the thread continues throughout the various facets of cadet life and education. The group is chaired by Colonel Hartle, a permanent associate professor in the Department of English.

Mr. Hillis asked the Commandant to discuss the allegation that the Army is training managers and not leaders. General Boylan replied that the ideals instilled into the cadets are those which are essential for leadership in combat, the product being a person of character. They are also trained in sound management techniques.

Mr. Fish asked if the same moral/ethical standards of conduct are being applied to cadets today as those used 40 years ago. The Superintendent responded that they are more severe today. Definitions of honorable behavior have not changed but the boundaries have. Some changes have been made reflecting the size of the Corps of Cadets; for example, different examinations are given on succeeding days in the same subjects. There was some discussion of moral behavior as it pertains to male/female relationships. General Scott explained the USMA policies in this regard are established to maintain order, though not necessarily based on morality but on what proper conduct should be.

Colonel Howard Prince, professor of BS&L, briefly discussed the role of his department in the Leadership Program. The pros and cons of peer rating were discussed. The Commandant indicated that these are used at Camp Buckner by the Third Class as a basis for assessing performance in various leadership situations. Finally there was a discussion of the myriad of support provided by the Reserve Components to cadet summer training. The session concluded with Colonel Tillar outlining remaining items on the agenda.

c. Curriculum, Faculty and Academic Modernization. The Board reconvened Sunday afternoon in the Dean's Conference Room, Building 600. Members present were Mr. Fish, Mr. Slease, General (Ret) Davidson, Ms. Forbes, (who departed during the session) Mr. Mounger, General (Ret) Price, Mr. Grebe and Mr. Hillis. Also present were Colonel Tillar, General Scott, General Smith, Colonel Flint, Professor of History and Colonel Olvey, Professor of Social Sciences. The subjects for discussion at this session were identified by Mr. Fish at the Organizational Meeting.

The Briefing on the curriculum was presented by General Smith who discussed its development in the last decade. Colonel Olvey presented information on the civilianization of the faculty. Major Robertson of the Dean's Office discussed the academic modernization program. Topics presented and discussed included the evolution of the curriculum since 1969 including electives, areas of concentration, fields of study, optional majors and ABET accreditation.

General Scott dispelled the idea that USMA had been forced by Department of the Army to undertake a majors program. He explained that this was done after he was asked to look at the possibility of instituting majors by the Chief of Staff and after much internal study with majority approval of the Academic Board. Mr. Grebe asked to what extent was the decision to offer majors, admissions driven. General Smith stated that the admissions program and its success was an important consideration, given the interests of today's young people entering college with the desire to study specific fields. The fact that USMA did not have majors was being used by the Air Force and Naval Academies who had them, to attract top students and athletes who might be considering West Point. Much discussion ensued as to the pluses and minuses of majors. USMA has undertaken the program, which is elected by less than 50 percent of the cadets, to go along with fields of study in the dual track curriculum and provide an education of breadth and depth.

Mr. Fish questioned the requirement for two semesters of foreign language. General Scott said it is necessary because it is a part of the broad educational process. He stated that it also assists cadets in learning English better by forcing them to pay attention to grammar.

General Smith outlined the process of selecting outstanding officers for the professional teaching faculty. The faculty to student ratio of 1 to 8 is outstanding and insures individual attention in the classroom. He stated that currently 32 percent of the military faculty are not West Point graduates and that this number should increase in the coming years.

It was elicited that of a total faculty of 541, only 16 were civilians and only 21 were women. Some Board members felt that efforts should be made to increase the number of civilians and the need for women faculty members as role models. Mr. Fish suggested that the number of visiting professors might be increased, thereby enlarging the percentage of civilians on the faculty and the number of women.

Figures were presented on the number of minorities on the faculty. USMA must do a better job in attracting highly qualified blacks, women and other minorities. Finally it was shown that just over 19 percent of the military faculty have a Ph.D, and 15 percent are tenured. On the issue of civilianization of the faculty, Colonel Olvey pointed out that the cost of educating, training and paying the predominantly military faculty is comparable to costs at the Naval Academy with its heavy civilian faculty. A military faculty is in keeping with the mission of the Academy to educate and train young men and women to be officers in the Regular Army. This causes distinctive teaching demands with small classes and a curriculum that is, in fact, 75 percent prescribed. Due to these requirements and the need for faculty members to interact with cadets in many of their extracurricular activities, great amounts of independent research are not conducted, though West Point holds its own in this area when compared to other undergraduate institutions.

General Price asked what specifically is being done to increase the numbers of male and female minority instructors. Colonel Olvey stated that every effort is being made to identify and recruit qualified minorities for the faculty, but with limited success due to other requirements of the Army. General Price offered the idea of going to the historically black colleges in search of minority visiting professors and even considering finding military retirees with Ph.D's for these positions.

Mr. Grebe asked if one year is the optimum time for a visiting professor. Colonel Olvey responded that one year is not an iron clad rule but quite often an individual's sabbatical from another university or other commitments constrain them to one year at West Point.

It was pointed out by Major Robertson that the cost of the academic modernization program is approximately \$48 million over a five year period (not including \$7 million for the upgrading of the chemistry lab and an addition to Washington Hall which was on the planning board prior to the modernization program).

d. Possible Changes To The BOV. The Board reconvened at 1345 hours on 1 July in the West Point Room of the Cadet Library. Members present for this session were Mr. Fish, Mr. Slease, General Davidson, Mr. Mounger, General Price, Mr. Grebe and Mr. Martin. General Davidson presented to the board his proposal for possible changes to the BOV. He outlined the changes that have taken place at USMA in the last 10 years and the concerns of the military establishment towards its state of health. He spoke of the perceived loss of authority of the Academic Board due to increased governance of USMA by outside elements. General Davidson proposed the inclusion of a Permanent Staff member from the Office of the Commandant on the Academic Board. Also he proposed lengthening the tours of duty of the Superintendent and Commandant to 5 and 4 years respectively.

Much discussion followed. Mr. Slease stated that he was not convinced of the lack of freedom of the academic board on the adverse impact of majors. General Price indicated that 4 years as the Commandant would be detrimental to the career of the up-and-coming officer occupying the position.

General Davidson further proposed that the BOV meet only once every 10 years, being kept up to date through independent study. He also recommended that the size of the BOV remain the same but that the Congressional representation be limited to the Chairs of the two Armed Services Committees or their designated representatives, that reliance be placed on distinguished retired citizens, and that most presidential appointees be selected for their knowledge in one of the four elements of the West Point program of development; moral, mental, physical or military. The members present agreed that these recommendations for change to both governance of USMA and the BOV would be difficult if not impossible to effect.

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 Chief of Staff, USMA hosted a dinner for the Board at the Hotel Thayer on June 29th. Present were the Executive Secretary, the Deputy Commandant, the Director of Admissions, the Associate Dean and the Director of Operations, Plans and Security.

b. The Superintendent and Mrs. Scott hosted the Board at a buffet dinner on the Ferry Boat on June 30th. Also present were the Dean, General Smith and Mrs. Smith; the Professor of History, Colonel Flint and Mrs. Flint; the Executive Secretary, Colonel Tillar and Mrs. Tillar; the Chief of Staff, Colonel Cross and Mrs. Cross; the Professor of Social Sciences, Colonel Olvey and Mrs. Olvey; Lieutenant Colonel Rowe, Major Robertson and Mrs. Robertson of the Dean's Office and Major Drummond, Assistant to the Executive Secretary.

c. On Monday, July 1st the Board observed the Reception Day processing of the class of 1989. They followed the activities from the welcome at Michie Stadium, through stations for administrative and logistical processing

and issue at the Gymnasium and Washington Hall to the new cadet barracks rooms. They ate lunch in the Cadet Mess with Officers from the Cadet Basic Training Staff. In the afternoon they witnessed the oath ceremony on the Plain.

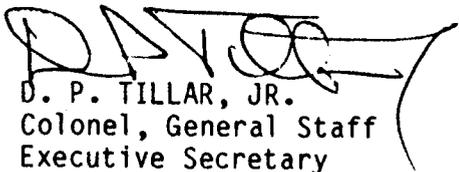
d. That evening the Commandant hosted the Board at a cookout at the Commander's cottage at Camp Buckner. Present were General Boylan, the Commander of Cadet Field Training (CFT) Colonel Hudgens, the Executive Secretary and selected officers from the CFT staff, first class cadets from the CFT detail and third class cadets who were undergoing CFT.

e. On July 2 the Board visited various CFT training sites and ate lunch with cadets from their home states in Okinawa Hall.

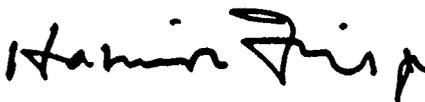
6. CLOSING REMARKS. The Chairman thanked all Board members for being present and taking part in the Summer Meeting. He also thanked the Superintendent and Executive Secretary for their efforts in making the visit to West Point a meaningful one. The Chairman encouraged all members to circulate their thoughts on pertinent issues to others on the board prior to the next meeting.

7. AGENDA FOR THE ANNUAL MEETING. The Annual Meeting will be held at West Point November 3rd-5th. Members will be invited to attend the Holy Cross football game on November 2nd. The agenda will consist of a brief review of the summer information and decisions on General Davidson's work and proposals. The Board will draft the Annual Report and, if there is a quorum present, approve it. Other items on the agenda will include a further look at minority recruiting (Officers and Cadets) in terms of specific recommendations for increasing numbers, attrition, physical education program, and project Proteus-the study of female graduates of the classes of 80, 81 and 82. See Note below.

8. ADMINISTRATIVE MATTERS. The following members agreed to draft conclusions and recommendations for the 1985 Report to the President: Admissions - General Price, Curriculum - Mr. Grebe, Faculty - Mr. Mounger. The Executive Secretary will be in touch with members to assist them in preparing their specific parts of the report. The summer meeting concluded with lunch at Camp Buckner on July 2nd.



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



HAMILTON FISH, JR.
Chairman
USMA Board of Visitors

Enclosure

Note: If the Congress will be in session November 4 and 5, the date for the meeting may have to be changed. Hopefully this can be resolved by mid-September.

AGENDA
SUMMER MEETING
USMA BOARD OF VISITORS
June 29-July 2, 1985

Friday, June 28 (Optional)

p.m. Arrival. No Board activities planned

Saturday, June 29

7:30 a.m. Breakfast (Hotel Thayer)
9:00 a.m. New Member Orientation
 ●USMA Command Briefing (Bldg 600)
 ●Tour of Post
12:15 p.m. Lunch (Hotel Thayer)
1:30 p.m. Board Discussions (Washington Hall)
 ●Admissions
 ●Leadership Development
4:45 p.m. Free Time
7:00 p.m. Dinner (Hotel Thayer)

Sunday, June 30

a.m. Free Time
Optional Chapel Services
12:00 p.m. Brunch (Hotel Thayer)
1:30 p.m. Board Discussions (Bldg 600)
 ●Curriculum
 ●Faculty
4:30 p.m. Free Time
5:30 p.m. Hudson River Cruise & Dinner

Monday, July 1

7:30 a.m. Breakfast (Hotel Thayer)
9:00 a.m. View Reception Day activities
12:30 p.m. Lunch (Washington Hall)
1:30 p.m. Board Discussions (USMA Library)
 ●Possible Changes to BOV
 ●Agenda for Fall Meeting
5:00 p.m. View Oath Ceremony (The Plain)
5:45 p.m. Free Time
7:00 p.m. Cook-Out (Camp Buckner)

Tuesday, July 2

7:30 a.m. Breakfast (Hotel Thayer)
9:00 a.m. Visit Cadet Field Training (Camp Buckner)
12:30 p.m. Lunch (Okinawa Hall)
p.m. Departure

Enclosure

SUMMARIZED MINUTES
1985 USMA BOARD OF VISITORS (BOV)
ANNUAL MEETING
December 12-14, 1985, West Point, New York

1. VISIT TO THE DEPARTMENT OF PHYSICAL EDUCATION. Four members of the Board visited the USMA Department of Physical Education on Thursday morning, December 12. Mr. Slease, General Davidson, Ms. Forbes and Mr. Mounger were briefed by Colonel James Anderson, Professor and Head of the Department, on the content of the Fourth Class (freshmen) physical education program. Colonel Anderson pointed out that the USMA physical education program has three components: instruction (courses), fitness testing (3 tests annually), and intramurals for those cadets not participating in intercollegiate or competitive club sports. Colonel Anderson also pointed out the differences in the Fourth Class program for men and women: men receive instruction in boxing and wrestling, women receive instruction in self-defense. Otherwise, the course (gymnastics, swimming, personal conditioning) is the same for men and women. Following this briefing, Colonel Anderson and Colonel Al Rushatz, Deputy Director of Physical Education, took members of the Board on a tour of the Cadet Gym. During the tour, members observed classes in wrestling, boxing, swimming and gymnastics as well as cadets practicing one of the three annual fitness tests, the indoor obstacle course. Following this tour Colonel Anderson briefed Board members on the upper class program of instruction, including the coeducational course in close quarters combat during the Yearling (sophomore) year. Colonel Anderson pointed out that the upper class program retains the three fitness tests per year but increasingly emphasizes lifetime sports and management of intramural sports programs.

Following the morning session, BOV members ate lunch with cadets in the Cadet Mess. Mr. Grebe arrived and joined the other Board members at the conclusion of lunch.

2. CONVENING OF THE BOARD. The Annual Meeting of the 1985 Board of Visitors was convened by the Vice Chairman, Mr. Slease, at 1:30 p.m. on December 12, 1985 in Eisenhower Hall at West Point, New York. Members present at this point, in addition to Mr. Slease, were General Garrison Davidson, Ms. Matilda Forbes, Mr. William Mounger and Mr. Michael Grebe. Also present at this opening session were Lieutenant General Scott, Superintendent; Mr. Milton Hamilton, Administrative Assistant to the Secretary of the Army; Brigadier General Roy Flint, Dean of the Academic Board; Colonel Dick Behrenhausen, USMA Chief of Staff; Colonel Hawley Oakes, Director of Alumni Affairs; Colonel Al Rushton, Director of Admissions; Mr. Dick Butler, Acting Director of Institutional Research; and others of the USMA staff. Colonel Tillar, Executive Secretary of the BOV was present for this, and all subsequent, board sessions.

Colonel Tillar informed the Board members of the travel plans of the Chairman, Mr. Hamilton Fish (expected to arrive Friday morning). Colonel Tillar also advised all present that the session was being recorded as a

permanent record of the BOV proceedings. Colonel Tillar offered the proposed agenda (Enclosure) for comment. There being none, the agenda was accepted.

Mr. Slease made opening remarks and called for the Superintendent's annual report to the Board.

3. SUPERINTENDENT'S REPORT TO THE BOARD. An edited transcript of General Scott's annual report to the BOV is at Appendix 8 to the 1985 Board of Visitors' Report.

4. QUESTIONS FOLLOWING THE SUPERINTENDENT'S REPORT. Mr. Slease commented on the recent article in the Armed Forces Journal and Washington Post which questioned the cost effectiveness of West Point. Mr. Slease commented that, in view of the widespread distribution of the article, the BOV has to take judicial notice. He asked Board members whether, in their opinion, the Board should respond to the article. There were mixed opinions as to whether the Board should respond in the public media or confine its response to the Annual Report. Mr. Grebe noted that General Scott's response to the article was included in the Armed Forces Journal but not the Washington Post. General Scott commented that there are several ways of computing "cost" per cadet. There not being a quorum present, no decision was made as to the form of the Board's response.

Mr. Grebe asked about "red shirting" athletes. General Scott responded that this practice is not used at West Point. General Davidson provided a historical perspective of football recruiting at the Academy.

Ms. Forbes asked about the recent demonstration at West Point conducted by a "peace-action group." General Scott responded that the USMA Military Police handled the affair with great diplomacy. No adverse publicity resulted.

Mr. Slease, noting that there were no further questions, thanked the Superintendent and moved the Board to the next agenda item.

5. BOARD DISCUSSIONS.

a. Attrition Update. Dr. Richard Butler, Acting Director of Institutional Research, presented update information in three areas: graduate resignations, cadet attrition, and an ongoing cadet attrition study. Data presented by Dr. Butler showed that resignations for officers who graduated from West Point, measured after 6 years of commissioned service, is down from a high of 39% in the Classes of 1970 and 1971 to 20-21% in the Classes of 1978 and 1979. Data also clearly indicated a strong correlation between resignations at the six year point and cumulative resignations. Dr. Butler next showed overall cadet attrition rates (total four year losses to incoming classes); the data showed a drop from 41% attrition in the class of 1980 to 30% in the Class of 1985. The Board noted that the Academy has reached the goal (30%) set by Department of the Army several years ago. Trends for the Classes of 1986 through 1989 appear to suggest near 30% attrition for these classes as well. Dr. Butler presented an in-progress review of the attrition study which was recommended by the

1983 BOV. This study has examined attrition in "Beast Barracks" (summer training) for the Classes of 1988 and 1989. Data from the 1988 study was used in constructing summer training for the Class of 1989; attrition dropped 3%. This study is being expanded into the academic year and will include mail-back questionnaires from resigned cadets. The BOV members asked to be kept informed of this ongoing effort.

b. Minority Recruiting. Due to his absence, member George Price was unable to provide his comments to the Board. Instead, the Board was briefed by officers and cadets at the Academy involved in minority recruiting programs. Colonel Al Rushton, Director of Admissions, opened with remarks, introduced members of his office, and reviewed the history of equal admissions at the Academy. Colonel Rushton noted that enrollment of Black Americans has increased from a level of 2 or 3 per class in the mid 1950s to about 100 per class in recent years. Captain Iris Bulls next briefed minority admissions programs of the Academy, highlighting Project Outreach (7 minority officers, augmenting the Admissions staff, who travel throughout the U.S.), Minority Staff and Faculty Visitation (minority officers assigned to West Point who visit prospective cadets in their homes) and the Minority Cadet Public Relations Council (minority cadets who make public and media appearances to promote USMA). Captain Ron Porter, a Project Outreach officer, discussed his experiences. Cadets Charles Williams, Dena Bernard, and Jeffrey Toomer discussed their public relations trip experiences. Ms. Forbes asked the cadets what they thought distinguished West Point from other quality schools. Cadets Toomer and Williams responded by emphasizing the complete West Point experience: academic, military, physical and social. Mr. Mounger asked how cadets present "Beast Barracks" to prospective candidates. The response emphasized the personal challenge provided by this first summer experience. Mr. Grebe asked about the "Letter of Assurance" and the ability of candidates to obtain congressional nominations. Colonel Rushton responded that a Letter of Assurance is a commitment by the Academy to admit a candidate provided he or she is medically qualified and obtains a nomination from some authorized source. Colonel Rushton then explained the nomination assistance program at USMA. General Scott indicated that most Congressmen use the "slate of 10" nominative procedure as opposed to a "principal with alternates" procedure. Colonel Rushton added that in the last few years the Academy has never been unable to get a nomination for a qualified candidate that merits admission. General Davidson asked how the Admissions Office handled candidates that may become recruited athletes without violating NCAA rules. Colonel Rushton responded that Admissions handles all candidates and, therefore, is not in violation of NCAA rules. Mr. Hamilton asked if any USMA Admissions representatives have recently had difficulty in getting into high schools. Captain Porter responded negatively; Colonel Behrenhausen concurred. General Scott concluded this session by emphasizing the importance to West Point, and the Army, of the seven temporary duty minority officers who annually augment the USMA Admissions Office for seven months.

c. Project Proteus. Major Janet Drummond, Office of the Special Assistant to the Superintendent, and Mrs. Sue Peterson, Academic Research Division, presented preliminary conclusions of a study, commissioned by the Army, examining early career experiences of recent Academy graduates. The

presentation, and questions by Board members, focused on problems encountered by married officer couples, women officer attrition, and Army acceptance of women officers in non-traditional roles. Board members asked that they receive an additional report on this topic during the 1986 Board sessions.

6. DINNER. Following this afternoon session, the Board members observed the annual lighting of the West Point Christmas tree and Menorah. The Board then dined in "Benny's Lounge" of Eisenhower Hall.

7. BOARD DISCUSSIONS. The Vice Chairman, Mr. Slease, opened the morning session on Friday, December 13, at 9:00 a.m. in the Thayer Award Room, Building 600, West Point. Present at the start of this session were Mr. Slease, General Davidson, Ms. Forbes, Mr. Mounger, Mr. Grebe and Colonel Tillar. Also present were the Superintendent, General Scott; the Commandant and Dean, Generals Boylan and Flint; Colonel Stromberg, Chair of the Curriculum Committee of the Academic Board; Mr. Hamilton; Colonels Behrenhausen, Oakes and Rushton.

Mr. Slease began the discussion by referring to the recent Armed Forces Journal article. He reminded BOV members that the Annual Report of the Board of Visitors is widely distributed, is in the public domain, and should therefore be considered carefully so as not to damage the Academy and give grist to those who oppose its continuance. Mr. Slease cautioned that matters critical of the Academy, if taken out of context, could cause calls for Congressional investigations or editorial comment which might disrupt the Academy's performance and operations. Mr. Slease noted that, at this point, quorum was not present.

Next, Mr. Slease advised the Board of a December 6, 1985 communication to General Davidson from the BOV Chair, Mr. Fish, which identified agenda items and recommended, absent consent of 2/3 of Board members present, that General Davidson tailor his presentation (and minority report) to the approved agenda topics. General Davidson asked the Acting Chair to identify those items not open for discussion (not on the agenda). Mr. Slease responded that, in his opinion:

- Recommendation 1: open for discussion
- Recommendation 2: open for discussion
- Recommendation 3: discussed by the 1984 BOV but open for discussion
- Recommendation 4: open for discussion
- Recommendation 5: open for discussion
- Recommendation 6: (Honor System) not open for discussion
- Recommendation 7: (Discipline) not open for discussion, discussed by 1984 BOV
- Recommendation 8: (Pride) not open for discussion
- Recommendation 9: open for discussion
- Recommendation 10: open for discussion
- Recommendation 11: open for discussion
- Recommendation 12: (Training Matters) not open for discussion

Recommendation 13: (Personnel Matters) not open for discussion
Recommendation 14: open for discussion
Recommendation 15: (Personnel Matters) not open for discussion
Recommendation 16: (Personnel Matters) not open for discussion
Recommendation 17: (The Mission) not open for discussion

a. Presentation by Lieutenant General (Retired) Davidson. General Davidson began by affirming his purpose of being helpful. He then reviewed the preparation of his draft paper, previously provided to the Board members, which contained the 17 proposed recommendations. General Davidson proceeded to discuss his philosophy of "creative discontent," his admiration for the USMA Academic Board, his concern about recent instances of exertions of influence in internal matters (e.g., curriculum) of the Academy by the Department of the Army and the Chief of Staff of the Army, and his disappointment with the Board of Visitors. He illustrated his concerns with historical examples. General Davidson next discussed his draft paper, relating several of his topics to the recent Armed Forces Journal article. Substantial discussion followed; differing opinions were offered as to the proper influence of Department of the Army and the adoption of a majors program by the Academy. The Superintendent and Dean provided their views on concerns raised by General Davidson. The Superintendent emphasized that adoption of optional majors was voted by the Academic Board (15 for, 5 against) and approved by Department of the Army, and that, in his opinion, Department of the Army influence in this matter did not cause the adoption of optional majors.

b. Arrival of Chair, Mr. Fish, and Quorum. At approximately 11:15 a.m., Congressman Fish arrived. Quorum (6 Members, including at least one from the Congress) was achieved. Following a brief recess, during which the Chair was informed of Board progress to date, discussion resumed. Mr. Slease, at the request of Mr. Fish, continued to chair the meeting.

After additional discussion, Mr. Slease, with consent of General Davidson and other members of the Board, referred three recommendations to the Academy's Academic Board for study and consideration:

Recommendation 9 (Curriculum)
Recommendation 10 (A Capstone Course)
Recommendation 11 (Military History)

General Scott agreed that the Academic Board, after study of these recommendations, would report to the BOV. Mr. Slease affirmed that a copy of this report would be provided to General Davidson.

Mr. Slease also asked that the Commandant study Recommendations 7 (Discipline) and 12 (Training Matters) and report to the Board of Visitors.

Next, General Davidson's recommendation (number 5) concerning the Board of Visitors was discussed. As part of the discussion, the need for a comprehensive history of the Military Academy was discussed. General Flint informed the Board that Colonel (Retired) Roger Nye, a former member of the faculty, was undertaking to write such a history. Mr. Slease asked that

Colonel Nye be invited to speak to the 1986 BOV. Following substantial discussion of the recommendation, the Acting Chair called for a motion to adopt Recommendation 5; General Davidson indicated affirmatively. Mr. Sleese called for a second, there was none. The motion to adopt this recommendation, therefore, failed.

c. Lunch and Informal Discussions. The Board adjourned for lunch and informal discussions at the West Point Officers' Club.

d. General Davidson's Presentation (continued). Following lunch, Mr. Fish assumed chair of the meeting. Quorum was present. Discussion during this session was of General Davidson's Recommendations 1, 2, 3, 4 and 14. General Davidson first reviewed Recommendation 14 pertaining to candidate recruiting literature. General Scott responded that the Academy's recruiting literature is frequently reviewed, but could again be looked at to see how it portrays the long-term sacrifice and service aspects of an Army career. Minority recruiting literature was also discussed. General Davidson expressed concern that this literature does not accurately portray the Corps of Cadets. General Scott and Colonel Tillar responded that the literature referred to by General Davidson was included in the Board members' packets to illustrate the admissions material directed at minorities. It, therefore, does feature minority cadets in its presentation. Mr. Fish suggested that the Board's Report could include a recommendation that the Academy review its admissions literature.

General Davidson next addressed his draft Recommendations 1 through 4 pertaining to governance. General Davidson traced the evolution of the USMA curriculum, relating the change in emphasis from exact to inexact sciences to disregard of advice from the Academic Board and interference by Department of the Army in the post 1976 time frame. General Scott rebutted several points and stated his view that, at this time, proper oversight is provided by Department of the Army and that the Academic Board is accorded its appropriate authority in academic matters of the Academy. General Scott emphasized the task of the Academy of achieving proper balance between academic freedom and a military environment. The Dean, General Flint, echoed these comments and added that he felt that the Academic Board has appropriate freedom and authority. Mr. Sleese offered that he would not favor changes in the present relationship between the Academy and the Department of the Army. General Davidson restated his concerns and affirmed that his prime concern was the inconsiderate assertion of power by authorities in Washington, and means to guard against such incidents in the future. General Davidson next discussed his recommendation that tours of duty of the Superintendent and the Commandant be fixed at 5 and 4 years respectively. The Commandant, General Boylan, presented his view of the role of the Commandant and suggested that a four year tour would negatively impact on the competitiveness of outgoing Commandants; General Scott agreed. Mr. Fish noted that this topic had been addressed by the 1984 Board and that the recommendation for a 3 year tour for Commandants had been accepted, in principle, by Department of the Army. General Davidson then presented his recommendation (number 4) that a senior officer in the Office of the Commandant be accorded "permanent" status at West Point and appointed to the Academic Board. General Scott responded by informing the BOV that there are

3 "permanent" officers who work for the Commandant: the Professor of Physical Education (a member of the Academic Board), the Deputy Director of Military Instruction (who sometimes represents the Director at the Academic Board), and the Special Assistant to the Commandant for Systems and Planning. Following this discussion, the Chair, Mr. Fish, called for a vote by the Board on Recommendations 1 through 4. General Davidson agreed to voting each recommendation separately but, in view of the discussion, withdrew Recommendation 4. The outcome of this vote:

- Recommendation 1 (External Governance): failed
- Recommendation 2 (The Academic Board): failed
- Recommendation 3 (Command): failed
- Recommendation 4 (Training Representation): withdrawn

8. DRAFTING OF CONCLUSIONS AND RECOMMENDATIONS FOR THE 1985 REPORT OF THE BOARD OF VISITORS. Following a brief recess, the Board reconvened for the purpose of drafting its conclusions and recommendations for the 1985 Report. Mr. Fish opened this session by advising the BOV of the opportunity, under rules of the Board, for General Davidson to attach a minority report to the 1985 BOV Report concerning his Recommendations 1, 2, 3, and 5. General Davidson indicated his intent to submit a minority report. Colonel Tillar next outlined the 1985 Report and identified those portions, unwritten as yet, which Board members would be asked to draft. After discussion by members, assignments were made and the drafting of conclusions and recommendations began.

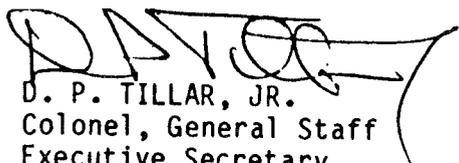
9. DINNER AND THE USMA CHRISTMAS BALL. Following the afternoon session, the Board joined members of the West Point staff and faculty for a buffet at the Superintendent's quarters and the First Annual USMA Christmas Ball. The Ball was held in Cullum Hall (alumni and memorial hall) and featured the Cadet Pipes and Drums and the USMA Band.

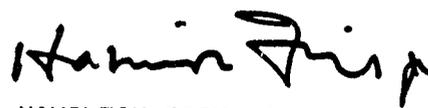
10. CONSIDERATION OF THE DRAFT 1985 BOV REPORT. On Saturday, December 14, 1985, the USMA Board of Visitors convened in the Thayer Award Room, Building 600, West Point, NY, at 9:00 a.m. Members present were the Chair, Mr. Fish; Vice Chair, Mr. Slease; General Davidson; Ms. Forbes; Mr. Mounger and Mr. Grebe. The Executive Secretary, Colonel Tillar, was present. Also in attendance for this closing session were the Superintendent, Commandant, Dean, and observers from Department of the Army and USMA staff. Six BOV members being present, quorum was achieved. Colonel Tillar presented the draft 1985 Report for consideration by the Board. The draft report included portions recently written by members plus administrative portions written by the Executive Secretary. Sections of the draft Report were reviewed in turn and modified as desired by the Board. Colonel Tillar explained that minority views would be added to the final Report as appendix(ces). Considerable discussion followed, again, as to what response, if any, the BOV should make to the Armed Forces Journal/Washington Post article questioning the value of West Point. Mr. Fish indicated that he, as Chairman, had not received any encouragement from Department of the Army to respond in behalf of the Academy. Further, Mr. Fish indicated that he understood that the Army was considering whether or not to respond. He did, however, state that the BOV is available to respond if needed.

a. Approval of 1985 BOV Conclusions and Recommendations. After full discussion of the draft Conclusions and Recommendations (paragraph 9 of the 1985 BOV Report, as rewritten), the Executive Secretary asked for a confirming vote. Mr. Slease moved adoption; Mr. Fish seconded. The motion carried by voice vote.

b. Other Matters Pertaining to the Report. The Chair inquired as to whether the Report reflects properly the desire of Member Price to present views on minority recruiting. Colonel Tillar responded that mention of this topic would reside in these summarized minutes (a part of the BOV Report). Mr. Mounger suggested that General Price be queried at the 1986 Organizational Meeting as to whether or not he desired to pursue this topic. This was agreed to by the Chair. The Chair also asked if the Report would reflect a requirement for the Academy to brief the Board on the 10 year history of women at West Point. Colonel Tillar indicated that this requirement would reside in these summarized minutes. Colonel Tillar next asked that the members of the Board present sign the Report attesting to its accurate reflection of the activities, conclusions and recommendations of the 1985 BOV. This was accomplished.

11. CONCLUSION OF THE ANNUAL MEETING. Mr. Fish thanked General Scott and the administration at West Point for hosting the Annual Meeting. Mr. Fish added special words of thanks to the two BOV members concluding their 3 year appointment, General Davidson and Ms. Forbes. Mr. Mounger made special note of the report to the Board provided by General Davidson; these sentiments were echoed by the Vice Chair, Mr. Slease. Mr. Fish noted that since the Vice Chair, Mr. Slease, continued as a Member of the 1986 Board there was no need to appoint an interim Chair. General Scott noted the special contributions of General Davidson and Ms. Forbes and recognized their contribution by presenting a letter of appreciation and memento of West Point. There being no further business, the 1985 Board of Visitors adjourned at approximately noon on December 14, 1985.


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


HAMILTON FISH, JR.
Chairman
USMA Board of Visitors

Enclosure

AGENDA
ANNUAL MEETING
USMA BOARD OF VISITORS
December 12-14, 1985

Thursday, December 12

- 9:00 a.m. Visit the Department of Physical Education
- 12:20 p.m. Lunch (Cadet Mess)
- *1:30 p.m. Board Discussions (Eisenhower Hall)
● Superintendent's Report
● Attrition Update
● Report: BOV Assistance in Minority Recruiting (BG Price)
● Project Proteus
- *7:00 p.m. Christmas Tree Lighting followed by Dinner (Eisenhower Hall)

Friday, December 13

- *9:00 a.m. Board Discussions (Thayer Award Room)
● Presentation by LTG Davidson
- 12:00 p.m. Lunch (Officers' Club)
- *1:00 p.m. Board Discussions (Thayer Award Room)
● Draft Remaining Conclusions and Recommendations for 1985 Report
- 7:00 p.m. Hearty Soup (Quarters 100) followed by Christmas Ball (Cullum Hall)

Saturday, December 14

- *9:00 a.m. Consideration of Draft 1985 BOV Report (Thayer Award Room)
- 12:00 p.m. Lunch (Officers' Club)
- p.m. Departure

*Superintendent's attendance planned

Enclosure



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

1 May 1985

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 1985 United States Military Academy Board of Visitors.

REPRESENTATIVE HAMILTON FISH, JR., Chairman, ex officio
MR. CLYDE H. SLEASE, Vice Chairman, ex officio
MS MATILDA L. H. FORBES, Member
LTG GARRISON H. DAVIDSON, Member
SENATOR PHIL GRAMM, Member
REPRESENTATIVE DAVID O'B. MARTIN, Member
REPRESENTATIVE ELWOOD H. HILLIS, Member

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

A handwritten signature in dark ink, appearing to read "Hamilton Fish, Jr.", written in a cursive style.

HAMILTON FISH, JR.
Chairman
1985 USMA Board of Visitors

EDITED TRANSCRIPT

SUPERINTENDENT'S REPORT TO THE BOARD OF VISITORS 12 December 1985

Good to have you here again. I hope you found your visit to the Department of Physical Education interesting. I know you will be involved in the wrap up of the summer meeting and I hope I can assist you in anything that the Board needs.

Thinking of '85, which is about to draw to a close in the academic arena, we received our accreditation from the Accreditation Board for Engineering and Technology for the max that they'll credit programs for, which is a six year period. The Class that graduated in May of '85 was the largest class ever and it'll be over 1040 when we finally graduate the last 22 on the 20th of December. It's the first class whose transcripts have the annotation for an academic major (47%). It's an optional program at West Point. It's a mandatory program at both Air Force and Navy. The field of study is really the way the majority of the cadets should go through the program.

New Dean; we had a selection process that was unique to West Point. When General Fred Smith was selected, Secretary Clements had decided that, in the selection of the Deans of the Academies, nominations would be sent to the Department of Defense. So, General Smith's name was sent as the Army's recommendation and was agreed with. He then became the Dean. This time we utilized new initiatives of the Department of the Army. A board was formed in the same way we select general officers. I was the Chairman of that board with Major General Dave Palmer; they called back the former IG of the Army, Lieutenant General Dick Trefry; the present director of the Army budget, Lieutenant General Max Noah; and the present commander of the 4th Division, Major General Bartlett, he is not a West Point graduate. Those were some of the things they were looking for; at least one non Military Academy graduate, at least one retired, Trefry fit that one, and then one serving on active duty. The Dean has to be selected from one of the serving heads of departments. Two of those heads of department wrote letters saying that they did not wish to be considered, COL Anderson, Head of the Department of Physical Education and COL Hoff, Professor of Chemistry. We interviewed all and selected three names in order and sent them off to Washington. Washington agreed with our selection and Colonel Roy Flint from the Department of History was designated as the Dean. We promoted him to the grade of Brigadier General shortly after his name was approved. He has since gone through all those things that all the new Brigadier's go through. From the comments I have heard from him, he seems not only to be settled in, but thoroughly enjoying the challenges of being the Dean. With General Flint's leaving the department, Colonel Doughty became the Professor of History. With the retirement of Brigadier General Jack Pollin, another Class of '44, Colonel Cameron became the Head of the Department of Mathematics. Same in mechanics with retirement there; Colonel Heimdahl is now the head of that department.

APPENDIX 8

The Commandant's area; the last graduation of the Class of '85 will be on 20 December. Not only was that a large class, 1040 in total numbers, it was a large class in the female component with 113 women commissioned. The Commandant has a new Director of Military Instruction, Colonel Tex Turner, who had been the head of the ranger department at Fort Benning.

We changed the drinking policy at West Point because of Department of Defense and Department of the Army guidance. This installation will comply with the local drinking age. New York went to 19, so when the plebes came in last summer we decided that we would not split the class; the plebes would not drink, period, regardless of being 19 or not. All other cadets that drink would have to be upper class and over 19. There were obviously some yearlings who could not drink as they were not 19. The age for drinking in New York is now 21, as of 1 December. You now must be a First Class cadet to drink, on the Academy, and you must also be 21 years of age. The First Class club is in the old Ordnance Compound; we have drinking there and have to check that the cadets being served are 21. The bulk of the First Class cadets are 21 by Christmas. Our Child Care Center will have to use the First Class facility for about six months. So this (Benny's Lounge) will become the First Class club. In the cadet restaurant we used to serve wine and wine coolers, but we have stopped completely.

How do we keep Eisenhower Hall a magnet for the cadets to come to? Obviously with 90% males in this place, if we have a number of young ladies here from visiting colleges, we've got a magnet right there but we are going to go for electronic games and pool and all kinds of original programs that encourage cadets to come down and take part in this or that competition. Also we have a wider selection of foods in the cadet restaurant.

To review the new drinking policy....Outside the post, you comply with the law. If you are 21 years or older, in a dining environment, you may drink. Once you get outside defined limits, you can then even go into a bar and we can't stop you, but within the limits, it is in a dining environment. It's interesting to read some of the things in the Chronicle of Higher Education. Some of the universities are not pleased with this increase in the drinking age. We have already seen a little, and probably will see more, drinking in improper locations because you are going to have cadets now of the under classes, since they don't get beer and wine here, beginning to take it to places on post and then we will be finding them and we will be reporting them for that. I am reasonably pleased to have at least one class, before it's commissioned, allowed drink on the grounds where we can watch them a little bit. Hopefully they will begin to learn their relationship to alcohol, which is one of the problems when we weren't allowed to drink at all, although I can't say that we had great success when we allowed the classes to drink either. There's always the stress factor and a number of plebes who probably drank, or who would have drunk, just because of peer pressure.

We refurbished Grant Barracks and the cadets are back in it. Took the alcoves out and put 5 latrines on each floor. If you haven't seen those, we will be happy to show them. It has vinyl on the walls. They did a nice job on them. We've now got Pershing Barracks offline as it is being refurbished. Pershing is what we would have called the West Academic Building.

Athletics; I'm not sure I wanted to bring that subject up. Our football record's 8-3. We haven't done that in years. Don Smith our right guard, 270 lbs; first time we've had a consensus All American since 1968. He was heading out to California to appear on that television show. It is only the second time we've been asked to a bowl; we'll be playing in the Peach Bowl in Atlanta, Georgia on the 31st of December. We are in the process of marketing tickets right now. There are a number of military installations in the area and they are going to offer them to E5 and below soldiers at \$10 a ticket instead of \$20. E6 and above \$15 a ticket for our active duty rather the \$20 since it is the Army team. We will get some benefit from being in the Army even though it means we will loose some revenue. Last year was a great year. We were ten-ten and one overall playing Navy and that is a good criteria to look at. I get a question now and then and I think about trying to answer it. "Hey do you do anything up there to make sure your cadets don't think of the Navy as wearing horns, of being devils?" and I say, "Yeah, we work hard." We have the exchange students. It would be well if the whole Midshipmen class exchanged at West Point. This year we picked 4 weekends and in the 4 weekends, I think we are exchanging the Second Class. We'll go to Annapolis and their Second Class will come to West Point for a three day period and get to know the other Academy a little bit and the people that live in it. We will not do it on weekends of Army-Navy competition. It will be on a weekend other than competition.

150 lb football had a great season; they lost to Navy, though. Women's volleyball not only beat Navy, they beat Air Force, so they did a great job. Men's cross country was 5 and 3, men's tennis was 5-3; soccer 8-9-1; water polo, which is a brand new sport in our second year of varsity, 13-14; women's tennis was a tie 4-4 which was odd, last year they were undefeated. Women's cross country was undefeated 6 and 0. Into the winter now: rifle 5 and 0; pistol 4 and 0; hockey on the new arena, great team, they're 4-6 and 1. We beat an Ivy team this year. We beat Colgate and we've come very close on all the others. We could've won a couple of the others against the odds. So they are coming right along. Men's swimming has 2-1-1; women's swimming won 2 lost 1. Men's basketball 4 and 2. We are a midget team, but they beat St. Peters the other day by one point. It's going to be by guts alone. We're going to win but we're going to win because they have that sort of poise up there. Women's basketball is undefeated. They're 4 and nothing. Wrestling is 7 and 0. A good wrestling team. They're wrestling today in fact against Drexel at 4 o'clock. Men's track 1 and 0 and women's track 1 and 0, so, they're doing all right.

No name on the new sports facility. As I've indicated to the Association of Graduates, I will probably wait on naming the complex.

On the staff, you have met COL Behrenhausen, Chief of Staff, who has joined us from the Recruiting Command at Presidio San Francisco; Colonel Al Rushton, Admissions; I guess I can't really say he is a newcomer, being here for the whole cycle for the Class of '90. We have a new Director of Information Management, Colonel Bartholomew, the Army has consolidated distribution, reference, graphics, computers in what is called Information Management.

I mentioned that the Child Care Center is moving temporarily as we've gotten the money now and we'll do the renovation of the actual Child Care Center. You'll remember, oh it's over a year now, there were the allegations of a child abuse in the center. And those allegations were then taken on by the FBI, went to a grand jury and the grand jury came out, about a month ago, with no indictments. I got a long letter from Mr. Juliani of the Federal Attorney's Office. I want to make sure that anybody we know of that was involved can be released from the grand jury testimony; in some way to get them to make sure that there is no lasting damage.

Museum; we have approval from the Department of the Army to name the building after General George Olmstead. We're getting help from the Smithsonian to make sure we do the best we can in making it really an outstanding museum. We already let the contractor fence for demolition work; they've been taking out the asbestos from the buildings for some time now at Ladycliff.

"Impact aid" has reached a solution for this year only. This is the one we've all been working for which was that we sign the very special Section VI contract using the Seneca Falls formula for tuition and, in fact, we contracted for X number of students to be educated at the high school and pay this amount of tuition per student. The way we wrote it is if the Section VI monies equal or exceeded that amount, then they would get nothing under the contract, but we would pay up to that amount of the Seneca Falls tuition requirements for the number of students going. Don't know about next year. It will all start up again. Department of Education really was not happy about that solution but I tell you that Department of Defense, Secretary Weinberger, has certainly been firm in his position.

The whole Army is being cut in manpower reviews, and we've had a very extensive one here. And we've taken cuts which cause me pause. The loss of the engineering detachment (528 Engineering Detachment) is going to be a tough one for the Superintendents that follow me, because when it snows at night and on the weekends there will be no snow removal. The little things that can be done by soldiers that can't be done by others, now we'll have no soldiers here. They'll be gone within two years. We have done a lot of civilianization. I think that everybody at the Army level is concerned that, in some cases, down the road we will have walked into a situation where the cost of contracting out exceeds what it was before when we did it inhouse. And there is no way of recovering because how do you hire those people back who've been gone for some time? We have noted that the waiter contract has increased from the beginning and is rapidly approaching about the level where we were when we did it ourselves. So it's a dangerous area. We pointed out to the Department of the Army that Stewart Field is being used by others more than by West Point and there is an area where, if they are willing to spend the money to build more housing in Stony Lonesome, someone else can run Stewart Field and it wouldn't have to be in our budget.

In the media area we've got two possible movies being thought of. One is a very humorous one about West Point and they are quite serious about doing it. They may yet get started. On the negative side, there has been an article in the Armed Forces Journal by Ben Schemmer which at first I

thought was just trying to get a controversy going to stimulate the readership. He then had it in the Outlook section of the Washington Post and it appeared Sunday, in the Philadelphia Inquirer, while we were there. The thrust of which is that West Point has outlived its usefulness and should be abolished. The criteria being that it's too expensive to educate these young people. He uses the number 200 and some thousand. He does, now and then, in some articles later point out that the actual GAO accounting costs right now are about 174 thousand. The other Academies are not pleased with the article either because they're equally expensive. You know the fact that it's slightly different compared to ROTC, depending on how you call these things. Another point is that we are not getting as many general officers as you did in the old days. Those are kind of tough statistics to come up with because you have to know the entering class that is in the eligibility zone and, actually speaking, we exceed our proportional part as much as you did in the years past. But you're damned if you do and you're damned if you don't. If everybody was a West Point graduate then the article would write about the West Point Protective Association. We believe the Army should select not on what school you graduated from but how well you do your job. Yet if we are turning out officers well, they should be doing their jobs well and, we would hope, be selected. The uneasy feeling is that there is a difference between success in the peacetime army and success in war. I would hope not. But that is another problem you would have to worry about too.

The Time Magazine article on balance I thought was probably good for West Point.

Anything I can answer questions about, I'll be happy to do so.

MATERIALS FURNISHED TO THE BOARD OF VISITORS

1984 BOV Report

BOV Rules

1985 BOV Roster

Minutes Organizational Meeting, May 1, 1985

USMA Catalog

Minutes Summer Meeting, June 29-2 July 1985

History of BOV/Compiled and Edited by Dr. Steve Grove

Working Paper Prepared by Lieutenant General (Retired) Garrison H. Davidson

Admissions Recruiting Literature