

**UNITED  
STATES  
MILITARY  
ACADEMY**

**REPORT  
of the  
1986  
BOARD of VISITORS**

**DUTY**

**HONOR**

**COUNTRY**

December 31, 1986

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

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ANNUAL REPORT OF THE BOARD OF VISITORS  
OF THE  
UNITED STATES MILITARY ACADEMY, 1986

West Point, New York, December 31, 1986

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

Representatives

Hamilton Fish, Jr., New York  
Elwood (Bud) Hillis, Indiana  
William Carney, New York  
W. G. (Bill) Hefner, North Carolina  
Julian C. Dixon, California

Presidential Appointees

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)

Ms. Marta T. Caldera; Businesswoman; Los Angeles, California  
(Appointed in 1986 to serve through 1988)

Mr. Michael J. Bayer; Government Relations Executive; Washington, DC  
(Appointed in 1986 to serve through 1988)

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 6.

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 1986. Continuing a pattern of several years, the 1986 Board of Visitors held three meetings during the year. The first, an organizational meeting, was held in Washington, DC on May 16, 1986. A summer meeting was held at West Point from the evening of June 29 through July 2, 1986. The required annual meeting of the Board was held at West Point during the period of December 3 through December 5, 1986.

b. May 16, 1986, Washington, DC. The organizational meeting of the 1986 Board was held in the Dirksen Senate Office Building and was attended by five Presidential appointees, three members from the House of Representatives, and one member from the Senate. Quorum (6 members including one from Congress) was achieved. Mr. Clyde Slease was elected Chairman for 1986; Congressman Hamilton Fish, Jr. was elected Vice Chairman. An Executive Committee was appointed. The Board considered and accepted two reports from the Military Academy; one dealing with summer training, one with curriculum matters. The Board selected meeting dates for two more meetings during the year and identified long range planning at West Point as the primary topic for inquiry during 1986. Summarized minutes for this meeting are at Appendix 2. This meeting was open to the public.

c. June 29-July 2, 1986, West Point, NY. The summer meeting at West Point was attended by all six Presidential Appointees and three members from the House of Representatives. Quorum was present until the final day, July 2, 1986. During this meeting the Board was briefed on the status of federal aid to the local school district, research into early career experiences of young officers, ongoing planning efforts at West Point, service academy football, and attrition of cadets and graduates. The Board

participated in reception activities for new cadets and the training of sophomore cadets at West Point. Summarized minutes for this meeting are at Appendix 3. This meeting was open to the public.

d. December 3-5, 1986, West Point, NY. The annual meeting of the 1986 USMA Board of Visitors was held, in accordance with 10 USC 4355 (d), at West Point. This meeting was attended by all six Presidential Appointees and by two members of the Board from the Congress. Quorum was achieved. The purposes of this meeting were to (1) conclude the Board's discussion of long range planning, (2) discuss the status of cadet pay, (3) be informed of activities of the Academy's Staff Judge Advocate office, (4) be with cadets in class, social activities, and at meals, and (5) draft the Report to the President of the United States. Summarized minutes of this meeting are at Appendix 4. The meeting was open to the public.

## 8. CONCLUSIONS AND RECOMMENDATIONS.

a. General Conclusions. On August 12, 1986 President Ronald Reagan in an address stated: "Today America is once again strong and united. -- we have restored pride in the uniform of the military of the United States of America." This national pride is no where more evident than at the United States Military Academy. The Board of Visitors of the Academy has noted with satisfaction that applicants for admission are approximately ten for every cadet enrolled and that over one-fourth of the men and women entering the Class of 1990 received National Merit Scholarship Program recognition. Attrition continues a remarkably steady downward trend not only among cadets but also among commissioned officers who are Academy graduates. We are entitled to conclude, therefore, that West Point, in preparing young men and women for military careers, provides exceptional value to the citizens of this nation.

Change came to the Academy in 1986 with the retirement of Lieutenant General Willard W. Scott, Jr. who served an outstanding five years as Superintendent. Noted for his geniality, fairness and commitment to the mission of the Military Academy, he brought a period of stability vital to West Point which enabled it to accomplish those programs that have made this institution the envy of many of our most prestigious universities. We look forward to working with Lieutenant General Dave Palmer who became the 53rd Superintendent in July of this year. General Palmer brings not only the background of a distinguished military career forged in combat and command positions but also a superior academic record centered in teaching and authorship of three notable books. We note also with gratification the first full year as Dean of the Academic Board of Brigadier General Roy Flint who brought a complete understanding of the need to continue the outstanding academic program of the Academy.

The Board met three times during the year. It is in agreement with the responses of the Academy to the recommendations of the 1985 Board as noted elsewhere in this report. The Board is pleased with the progress of the development of New South Post, important to the Point's expanded activities; the continuing resolution of Federal aid to education as it affects the

maintaining of good relationships with the Highland Falls School District; and the attention paid by the Congress of the United States to the construction needs of the Academy by the passage of the submitted budget. We are also happy to report the increased participation of the members of the Congress appointed to this Board and the faithful attendance of Presidential Appointees.

Nowhere in evidence was there more diligent attention being paid to the physical fitness and military training of the Corps of Cadets than the Board witnessed at Camp Buckner, Cadet Field Training, under the able leadership of the Commandant, Brigadier General Peter Boylan. Nor was more pride engendered than in the continued success of Army athletic teams on the fields of friendly strife under the aegis of Athletic Director Carl Ullrich and his staff of dedicated coaches.

The Board would be remiss if it did not pay tribute to Colonel Don Tillar and his staff for their especially fine service to the Board. Colonel Tillar has been patient and attentive to the wishes of the Board and provided it with all the necessary tools to conduct its business.

Finally the Board, ever mindful of its mission of inquiry, departed somewhat from the usual pattern and asked for updates on matters such as attrition, post facilities, the honor code, curriculum, etc., all of which are commented upon in the minutes of the meetings and appended hereto. There were no surprises. The majority of the Board's time was spent on a single topic with various facets - long range planning. Specific conclusions and recommendations follow.

b. Specific Conclusions and Recommendations.

(1) TOPIC: Cadet Pay

CONCLUSION: For years the formula for determining the pay of a cadet was tied to the pay of a 2nd Lieutenant (1/2 x the base pay of an O-1 with less than two years service). However, with the creation of the "All Volunteer Army" in 1973, military pay increased significantly and by 1976 the Department of Defense petitioned congress to change the formula of setting cadets pay to a more realistic approach.

"Because Junior Officer pay has risen markedly in recent years cadet pay has risen above the levels needed to cover student expenses and provide them adequate compensation" (Asst Sec of Defense for Manpower & Reserve Affairs William Brahn - before the SASC, Sub-Committee on manpower & personnel, 2/6/76).

Congress responded to this request when it passed PL 95-79 changing the basic monthly pay formula from one of linkage to the pay of the

2nd Lieutenant to a separate pay scale for the cadet; setting the rate of compensation at \$313.20 per month. Since that time cadets' base pay has been adjusted upwards to the present salary of \$494.40 per month effective 1 January 1987 (58% increase in 9 years).

On the issue of the present rate of pay for cadets the BOV is divided. However, there is agreement on two points.

RECOMMENDATIONS:

(1) Without linkage to the standard DOD pay scale, cadet pay could "fall between the cracks" during the budget process of the Department of Defense. It is, therefore, recommended that the Secretary of Defense request the Superintendents of the three military academies to study the issue and report.

(2) Finally, the BOV should monitor the issue annually and make appropriate recommendations to the Superintendent.

(2) TOPIC: The Cadet Honor Code and System

CONCLUSION: In July the Board received for its analysis the 1984-86 Superintendent's Honor Review Committee Report. At its December meeting it discussed many facets of the cadet honor system.

The Board believes that the Cadet Honor System is an essential element of leadership development at the USMA; that constant evaluation of the system assures that the system produces truly honorable leaders. However, the Academy must be vigilant to prevent the honor system from being adulterated and encumbered by expansion into inappropriate realms of activity.

RECOMMENDATION: That the Academy continue to systematically monitor, and adjust, the Code and System where indicated.

(3) TOPIC: Long Range Planning

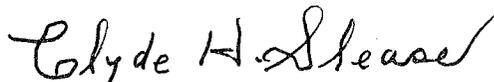
CONCLUSION: The Board received briefings concerning the status of long range planning at the Academy and reviewed the procedures involved in preparation of the USMA Five Year Plan. The Board was apprised of the Superintendent's initiatives to expand the long range planning effort to develop a vision for the Academy in the year 2002, with particular emphasis on the development of a statement of purpose for USMA which complements the Academy's mission, as defined by the Department of the Army.

In assessing the development of a new statement of purpose, the Board believes that it would be appropriate for the Academy to focus on its unique role in educating, training and graduating officers to achieve the highest standards of professional leadership for the Army, both in peacetime

and in the defense of the United States in the event of war. It is vital that the Military Academy keep pace with technological advances while maintaining its emphasis on the development of leadership and building of character. Finally, the statement of purpose should reflect the value system, standards of excellence in education, sense of professionalism and other characteristics which distinguish the Academy from other sources of commission for U.S. Army officers.

RECOMMENDATION: The Board commends the Superintendent and his staff for increased emphasis on long range planning at this important time in the Academy's history, and supports the application of appropriate resources for the purpose of formulating plans which extend beyond the current planning cycle of seven years through the year 2002. The Board requests a report on this subject during the Board's meetings in 1987.

1986 USMA BOARD OF VISITORS



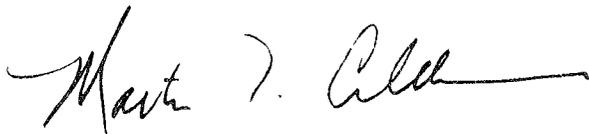
CLYDE H. SLEASE  
Chairman  
USMA Board of Visitors



WILLIAM D. MOUNGER  
Independent Oil Producer  
Jackson, Mississippi



MICHAEL W. GREBE  
Attorney at Law  
Mequon, Wisconsin



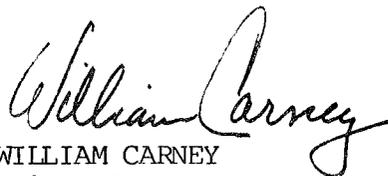
MARTA T. CALDERA  
Businesswoman  
Los Angeles, California



MICHAEL J. BAYER  
Government Relations Executive  
Washington, DC



ELWOOD HILLIS  
United States House  
of Representatives



WILLIAM CARNEY  
United States House  
of Representatives

SUMMARY OF ACTIONS TAKEN IN RESPONSE TO 1985 RECOMMENDATIONS OF THE BOARD.  
As of December 1, 1986.

a. Title and Date of Report: United States Military Academy Report of the Board of Visitors, December 31, 1985.

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

c. Recommendations and Academy Response. During the past year, certain actions were taken in response to the 1985 recommendations:

TOPIC: Faculty Composition

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.

USMA RESPONSE: The Academy agrees with the majority recommendation. Efforts to increase the Ph.D content of the faculty continues as the full complement of authorized permanent associate professors is brought on board and the rotating faculty is encouraged to continue their post graduate education. The Academy and the Army continue efforts to increase women and minority representation on the faculty; the Academy eagerly anticipates assignment of female graduates of West Point to the faculty.

TOPIC: Curriculum

RECOMMENDATION: The Superintendent and Academic Board will 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

APPENDIX 1

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.

USMA RESPONSE: The Academy is complying with the recommendation. The reports requested were provided to the Board and are at Appendix 2 to this Report.

TOPIC: Attrition

RECOMMENDATION: 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.

USMA RESPONSE: The Board received an update on ongoing study efforts at the summer 1986 meeting. The Academy continues to monitor attrition and develop programs to assist cadets in coping with pressures.

TOPIC: Possible Change in Statutes Enabling the Board of Visitors

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

USMA RESPONSE: No action was required.

TOPIC: Governance of the USMA

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

USMA RESPONSE: No action was required.

TOPIC: Admissions

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.

USMA RESPONSE: The Academy achieved admissions goals for the Class of 1990 and continues to apply resources in this area. Literature has been reviewed and modified as appropriate.

SUMMARIZED MINUTES  
1986 USMA BOARD OF VISITORS  
ORGANIZATIONAL MEETING  
MAY 16, 1986, WASHINGTON, DC

1. CONVENING OF THE BOARD. The Organizational Meeting of the 1986 USMA Board of Visitors (BOV) opened at 9:15 a.m. on May 16, 1986, in Room SD G-59, Senate Dirksen Office Building, Washington, DC with administrative remarks by the Executive Secretary, Colonel D. P. Tillar. Colonel Tillar introduced members of the BOV present: Mr. Clyde Slease, elected Vice Chairman of the 1985 Board and Acting Chairman until a new Chair and Vice Chair are elected; Mr. William Mounger; Brigadier General George Price; Ms. Marta Caldera; Mr. Michael Bayer; Senator Carl Levin; Representative Hamilton Fish, Jr; Representative Bill Hefner; and Representative Elwood "Bud" Hillis. Also present at the opening of this meeting were: Lieutenant General W. W. Scott, Jr., Superintendent USMA; Lieutenant Colonel Don Rowe, Office of the Dean; Captain F. R. Newton, Office of the Commandant; Major J. E. Drummond, Office of the Executive Secretary to the Board; Mr. Milton Hamilton, Administrative Assistant to the Secretary of the Army; and Lieutenant Colonel G. Winterling, Congressional Liaison Office, Department of the Army. A quorum was present. Colonel Tillar next turned the meeting over to the Acting Chairman, Mr. Slease.

2. OPENING COMMENTS AND INTRODUCTION OF AGENDA. As Acting Chair, Mr. Slease welcomed members of the Board present, noting improved attendance over some recent meetings. Mr. Slease urged continued attendance and constant participation by the members. Mr. Slease offered the proposed agenda (Enclosure 1) to the Board. There being no objections, the agenda was accepted.

3. ELECTION OF OFFICERS. In accordance with Rules of the Board of Visitors, the first item of business was the election of officers. Mr. Slease opened the floor for nominations for Chairman. Mr. Fish nominated Mr. Slease; Mr. Hillis seconded the nomination. Mr. Mounger moved the nominations be closed; General Price seconded. This motion carried by unanimous voice vote. Mr. Slease next opened the floor for nominations for Vice Chairman. Mr. Mounger nominated Mr. Fish; Mr. Hefner seconded. General Price moved the nominations be closed; several members seconded. This motion also carried by a unanimous voice vote.

4. SELECTION OF THE EXECUTIVE COMMITTEE. In accordance with the Rules, the next item of business was appointment by the Chair of the 1986 Executive Committee of the BOV. Mr. Slease, as Chairman, and Mr. Fish, as Vice Chairman, are members of this committee. Mr. Slease appointed as additional members: Mr. Mounger, General Price, Senator Levin and Representatives Hillis and Carney. There were no objections to the appointments.

5. REMARKS BY THE SUPERINTENDENT. Mr. Slease next asked for remarks by General Scott. General Scott responded with congratulations to the newly elected Chair and Vice Chair. General Scott mentioned the recent meeting of

APPENDIX 2

Service Academy Superintendents at which the several Boards of Visitors were discussed and noted some differences in the way the Boards accomplish their roles. General Scott stated his view that the purpose of the BOV is to complement the several oversight bodies involved with USMA. The Academy has no Board of Trustees and needs an "outside (Department of the Army)" perspective. The Superintendent next mentioned several possible topics for the 1986 Board's consideration: attrition, Project Proteus, and long range planning. Following these remarks, General Scott discussed the facility needs of the Academy, highlighting the FY 87 military construction requirements. The Academy's FY 87 construction request has three major components, in order of priority: Academic Modernization Phase IB at 15.5 million dollars, Academic Modernization Phase II at 13 million dollars, and a rehabilitation of an upper wing of Washington Hall at 7.4 million dollars. To date, congressional and Army Engineer sources indicate that the Washington Hall project funding is being questioned by the House Appropriations Committee. General Scott explained the scope of this project and the need for the rehabilitation (more classrooms for military instruction or geography and computer science instruction). Next, General Scott announced the intended date of his relinquishing Superintendency of the Academy (July 28, 1986) and named his successor, Major General Dave Palmer. General Scott concluded by discussing possible dates for the BOV Summer Meeting.

Following General Scott's remarks, there was considerable discussion concerning the Academy's military construction needs. Mr. Hefner expressed understanding of the need for the identified construction projects, but stressed that the current budget climate will require looking for cuts in everyone's budget request. Senator Levin expressed support for the Academy and echoed Mr. Hefner's request for identification of priorities for the projects being discussed. Senator Levin, at this point, raised his proposal for an "all star" football game pitting the best of the service academy players against a college team in a post season bowl. Senator Levin identified as prime motivator for this proposal a visible symbol of unity between the services and asked for BOV discussion and support of his idea. General Scott responded and mentioned several impediments to the proposal, but indicated that the Academy would certainly look into the matter. Representative Hillis, after the discussion on football, asked several questions on cadet attrition, as did Senator Levin and Mr. Mounger. General Scott responded and indicated that USMA's overall attrition is greater than the Naval Academy and less than the Air Force Academy; currently four year attrition at USMA is about 30%. Next, Representative Hillis asked about federal aid to the Highland Falls School District. Mr. Hamilton and General Scott responded that last year the Academy contracted with the local school district to provide the differential in cost for education of the West Point high school students. Both were optimistic that this "Section VI" arrangement would again be funded by the Army. General Scott noted, and thanked, the Board for its support in this area which is critical to the Academy. During this portion of the meeting, Senator Levin and Representatives Hefner and Hillis had to depart. In response to questions, General Scott appraised the situation between the Academy and its neighbor,

Highland Falls, stating that in his view the two were on much more amicable terms than ever. General Scott concluded this question and answer session by discussing the need for, but dangers of, using private funds for major projects needed by the Academy for which appropriated funds from the government are not available.

6. RESPONSE BY CHAIRMAN. Following a short break in the session, Mr. Slease commented on General Scott's tenure as Superintendent of the Military Academy, noting the stability which marked this five year period and the affection and respect of the cadets, staff and faculty and public for General Scott.

7. CONSIDERATION OF REPORTS. The 1985 Board of Visitors requested in its Annual Report that the Academy study five particular recommendations of Lieutenant General (Retired) Davidson, a member of the Board from 1983 through 1985. The 1985 Board further requested reports on these studies be presented to the 1986 Board. The Chair, Mr. Slease, explained the background of General Davidson's recommendations and called for discussion of the reports, which had been previously distributed to members of the 1986 BOV. The reports are at Enclosure 2 of these minutes. Present to respond to questions on these reports were Captain Newton, Office of the Commandant, and Lieutenant Colonel Rowe, Office of the Dean. After some discussion and responses by General Scott, Colonel Rowe, and Captain Newton to several questions, the reports were received and accepted without objection by the Board. Several members of the Board, to include the Chair and Vice Chair, were complimentary of the quality and thoroughness of these reports. The Executive Secretary was instructed to forward copies of the reports at Enclosure 2 to General Davidson.

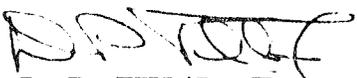
8. MEETING FORMAT AND SCHEDULE. The Executive Secretary reviewed meeting formats and general timing of meetings over the past six years. Colonel Tillar continued by outlining certain constraints during the summer of 1986. Mr. Slease asked Representative Fish for comments concerning the schedule of members of Congress during this summer. Considerable discussion followed. The Board selected June 30, July 1 and 2 for the summer meeting. Subsequent discussion refined this period to arrival in the afternoon of June 29 and departure by midday on July 2. The Chair next suggested that the Annual Meeting be scheduled just prior to the Army-Navy football game. After discussion, the Board selected December 3, 4 and 5. The Executive Secretary noted that dates for this meeting could be further refined at the summer meeting. At this point, Mr. Slease asked Mr. Hamilton (Administrative Assistant to Secretary Marsh) if the Secretary's invitation at the 1985 Organizational Meeting for members to visit Army installations is still in effect (Forts Bragg, Benning, Irwin). Mr. Hamilton responded in the affirmative.

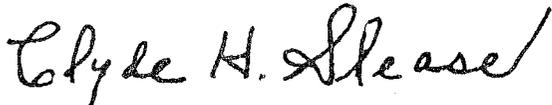
9. LUNCH. The Board temporarily adjourned for lunch. After lunch, Mr. Fish departed. The Board reconvened, without quorum, to discuss areas of interest for 1986.

10. AREAS OF INTEREST FOR 1986. Colonel Tillar reviewed for the Board the topics recommended by the 1985 Board for further discussion: an update on attrition and a report on Project Proteus. Mr. Slease mentioned other previous topics and suggested several as candidates for short "update reports." He recommended that "long range planning" be the prime topic for the coming year. In response to the Chair, General Scott described the ongoing planning processes of the Academy and basic assumptions used in planning. General Scott next outlined some of the basic concepts and issues affecting the future of West Point. Discussion followed concerning the resources devoted to planning, time frame for planning, and the several activities at the Academy involved in planning: the Engineer, the Special Assistant for Policy and Planning, the Director of Resource Management, etc. Following additional discussion of possible topic areas, Mr. Slease asked that the minutes show that the Board has agreed to inquire into long range planning for West Point. To wrap up the session, Colonel Tillar identified the three topics for update reports to the Board: attrition, Project Proteus, and the proposal for an all star Service Academy football game. General Scott asked Colonel Tillar to distribute copies of the recent Superintendent's Honor Review Committee Report to Board members for their information. Mr. Slease extended an invitation to Colonel (Retired) Roger Nye to speak to the Board at its annual meeting. Colonel Tillar reviewed for the Board the schedule of meetings for the coming year. Colonel Tillar also inquired of Mr. Hamilton as to whether the Secretary of the Army would approve the meeting schedule (required by Rules of the Board of Visitors). Mr. Hamilton responded affirmatively.

11. REMAINING BUSINESS. Colonel Tillar was asked to outline the anticipated agendas for the summer and annual meetings and did so. Mr. Slease thanked General Scott for his service to the Academy and support of the Board. General Scott outlined General Palmer's career and expressed his confidence in General Palmer.

12. CLOSING REMARKS. There being no further business before the Board, Mr. Slease adjourned the organizational meeting of the 1986 Board of Visitors at 1:30 p.m.

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

  
CLYDE H. SLEASE  
Chairman  
1986 Board of Visitors

Enclosures

AGENDA

USMA BOARD OF VISITORS

ORGANIZATIONAL MEETING

9:00 a.m., Friday, May 16, 1986

Room SD G-59 Senate Dirksen Office Building

- |      |                                                                                                            |                     |
|------|------------------------------------------------------------------------------------------------------------|---------------------|
| I    | Administrative Remarks and<br>Introduction of Members                                                      | Executive Secretary |
| II   | Opening Comments and<br>Introduction of Agenda                                                             | Acting Chairman     |
| III  | Election of Officers                                                                                       | Acting Chairman     |
| IV   | Selection of Executive Committee                                                                           | Chairman            |
| V    | Remarks by Superintendent                                                                                  | Superintendent      |
| VI   | Response by Chairman                                                                                       | Chairman            |
| VII  | Consideration of Reports by:<br><br>Commandant: Cadet Basic Training<br>Academic Board: Curriculum Matters | Board               |
| VIII | Lunch                                                                                                      | Executive Secretary |
| IX   | Meeting Format and Schedule<br>For 1986                                                                    | Executive Secretary |
| X    | Areas of Interest for 1986                                                                                 | Board               |
| XI   | Remaining Business                                                                                         | Board               |
| XII  | Closing Remarks                                                                                            | Chairman            |

Enclosure 1



HEADQUARTERS UNITED STATES MILITARY ACADEMY  
OFFICE OF THE COMMANDANT OF CADETS  
WEST POINT, NEW YORK 10996

MEMORANDUM FOR SUPERINTENDENT, UNITED STATES MILITARY  
ACADEMY

SUBJECT: LTG Davidson's Report to the Board of Visitors

1. Attached is USCC's review of the "character building (cadetship)" vs. "transitory military training" issue raised by LTG Davidson.
2. While people may differ in the semantics of defining the type of graduate or "beast barracks" product the Academy should produce, most would probably agree that the product sought has not changed since LTG Davidson's tenure as Superintendent. This statement is borne out by the attached analysis of the program of instruction for "beast barracks" for 1956, 1960 and 1985, which reflects little change in either the amount or the percentage of time devoted to the key training conducted.
3. The documentation in Enclosures 1 and 4-8 provides the best synopsis of this entire discussion.

Atch

A handwritten signature in cursive script, appearing to read "Peter J. Boylan".

PETER J. BOYLAN  
Brigadier General, U.S. Army  
Commandant of Cadets



DEPARTMENT OF THE ARMY  
UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK 10996

DEPLY TO  
ATTENTION OF

MACC-C

6 March 1986

MEMORANDUM FOR CHIEF OF STAFF, UNITED STATES  
CORPS OF CADETS

SUBJECT: LTG Garrison H. Davidson's (Ret) Paper  
"West Point 1776-1985"

1. LTG Davidson presented an 118-page document to the United States Military Academy which made numerous recommendations. This memorandum responds specifically to two recommendations regarding Cadet Basic Training. The recommendations made in the document can be found on page 112, item 7 (Encl 2) and page 115, item 11 (Encl 3). In both instances, the recommendations imply that too much military skills and field training has encroached upon and replaced the traditional military training essential to the development of a cadet during Cadet Basic Training.
2. An examination of the program of instruction from 1956 (Encl 9), 1960 (Encl 10), and 1985 (Encl 11) indicates that only one significant change has occurred in 29 years. A comparison of seven areas (Encl 1) from the programs of instruction indicates that: New Cadets in 1956 and 1960 received approximately three times as many privilege hours as they did in 1985. However, there are insignificant differences in drill, physical training, honor or duty instruction. A reduction has occurred since 1960 in the areas of rifle training and individual tactical soldier training skills, contrary to LTG Davidson's belief.
3. The data at Encl 4 and the supporting documents (Encl 5-8) indicates the approach to training New Cadets has changed little during the past 29 years. The POI of 1985 represents only a refinement of the 1956 and 1960 POI, and not a major shift in emphasis or composition. The data breakout (Encl 4-8) demonstrates that from 1956 to 1960 there was a slight increase in total military training in proportion to the POI. However, from 1960 to 1985, the percentage of \*total military training is substantially unchanged. Social training has decreased from 1956, but cadetship has increased.

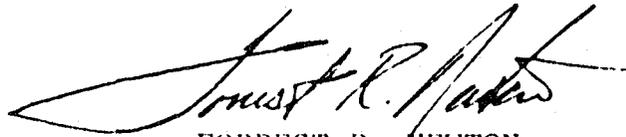
\* See Enclosure 5

MACC-C

6 March 1986

SUBJECT: LTG Garrison H. Davidson's (Ret) Paper,  
"West Point 1776-1985"

4. The conclusions drawn are that in 29 years, little has changed in "beast barracks." The hours, the percentages, and the categories of training have been refined -- not dramatically changed. The concerns presented in LTG Davidson's document cannot be substantiated in view of the documented evidence.



FORREST R. NEWTON  
CPT, MP  
A/S3, CBT

Encls  
as

CF: S3, USCC  
Cdr, CFT  
SACSP

PROGRAMS OF INSTRUCTION - 1956, 1960 AND 1985

	<u>TOTAL HOURS</u>		
	<u>1956</u>	<u>1960</u>	<u>1985</u>
	596	542	574
	<u>EVENTS</u>		
	<u>1956</u>	<u>1960</u>	<u>1985</u>
Drill Hours	41	38	32
% of POI	6.8%	7%	5.5%
Privilege Hours	70	60	24
% of POI	11.7%	11%	4%
Marksmanship	12	39	26
% of POI	2%	7%	4.5%
Physical Training	56	47	61
% of POI	9%	8.6%	10.6%
(Excludes Foot Marches)			
Honor	13	15	15
% of POI	2%	2.7%	2.6%
Duty	6	8	5
% of POI	1%	1.4%	.8%
Individual Soldier Skills	15	40	25
% of POI	2.5%	7.3%	4.3%

## DISCIPLINE

Statistically, the military training, particularly basic training, in the Regular Army and at West Point have not been the same, and that is as it should be.

The missions of the two institutions with respect to military training are different. The Regular Army trains men in the military skills of a particular branch to make them ready for combat on short notice. The Academy trains cadets broadly, but minimally, in the combat and combat support arms in order to permit an intelligent choice of branch of service upon graduation but, more importantly, to provide them the basic disciplinary training essential to their development of military character.

In recent years combat skills training has encroached more and more on traditional disciplinary training essential to the cadet's development of military character during cadet basic training.

(7) It is recommended that the Academy keep the difference of purpose between military skills training and pure military training for military character development clearly in mind when preparing for cadet basic training.

## ACADEMIC MATTERS

### CURRICULUM

Our Constitution provides that we the people thru our elected representatives determine when our country resorts to arms. The machines of war produced by our wonderful resources of science and technology are steadily playing a more important part in the outcome on the battlefield. This places an ever-increasing responsibility on the combat knowledge of the leaders who are to employ them. Historically, in our country the undergraduate base for such knowledge has been a predominantly engineering-type curriculum. However, the great majority of new officers annually entering the service come from a liberal arts background.

Under these circumstances the wisdom of shifting the emphasis of the West Point curriculum away from the exact sciences forsakes the better part of wisdom.

In this instance, since the concept of fields of study was adopted in the mid-70s, the trend of the evolution of the course of studies has been sharply in contrast to the direction success and tradition would have indicated.

Whether the engineering-type course, designed by experienced people, is better for our purposes than a liberal arts type of course, more student designed, will be endlessly debated. Nevertheless, regardless of which direction one supports, certain facts will remain. Among them will be the following:

Unfortunately, in academia the growth of study of military history since World War II has been phenomenal. Prior to the war the Academy shared the field with but one civilian institution of higher learning. By 1970 well over a hundred institutions had entered the field. Now there are well over two hundred schools offering instruction in the discipline.

The title of the school, the United States Military Academy, and its reputation and prestige demand a position of pre-eminence in the field of military history.

(10) It is recommended that a goal be adopted providing that the Academy's course in military history, including the history of the military art, remain pre-eminent nationally among the undergraduate institutions and that the Department of the Army provide support to that end as may be necessary.

#### MILITARY TRAINING

At least for the last century the particular goals of the Army and the Military Academy have not been synonymous. The Army's purpose is to qualify men for combat on short notice. The Academy's goal is to prepare men for a lifetime career of service built around its creed, Duty-Honor-Country. The preparation is, and should be, different.

It is the Board's opinion from observation and study of the basic training of newly entered cadets that this difference has not been sufficiently kept in mind. Too much field training has crept into traditional cadet basic preparation.

(11) It is recommended that the difference between the two components of military training be kept firmly in mind, particularly during the first two months of initial indoctrination for new cadets.

#### PERSONNEL MATTERS

The problem here is one of numbers, not of quality. Whereas before the world wars, academy graduates comprised the preponderance of the officer corps of the peacetime army, now they are a minority.

The best available but limited data on relative quality of officers produced from the several sources of supply, as judged from percentages of selection for promotion and for attendance at the top service schools, demonstrates that the academy product remains the best, and by a goodly margin, except in the initial selection for general officer grade. Here the data reveals a very puzzling radical change in 1980-81, probably of policy, that reacts very adversely to graduates.

(12) It is recommended that the 1980-81 change of policy with respect to the initial selection for promotion to general officer grade be carefully reviewed by the Department of the Army.

CADET BASIC TRAINING  
PROGRAM OF INSTRUCTION  
SUMMARY

TOTAL HOURS

	<u>1956</u>	<u>1960</u>	<u>1985</u>
Military	117	107	118.50
Social	98.75	111	77.75
Cadetship	294.25	257	295.25
Physical	<u>86</u>	<u>67</u>	<u>83</u>
	596	542	574.50

% OF TRAINING

	<u>1956</u>	<u>1960</u>	<u>1985</u>
Military	19.6%	19.7%	20.6%
Social	16.6%	20.5%	13.5%
Cadetship	49.4%	47.4%	51.4%
Physical	<u>14.4%</u>	<u>12.4%</u>	<u>14.5%</u>
	100%	100%	100%

1956 to 1985

Military Training has increased	1%
Social Time has decreased	3%
Cadetship has increased	2%
Physical Training no change	0%

CADET BASIC TRAINING  
PROGRAM OF INSTRUCTION

MILITARY HOURS

<u>1956</u>	<u>1960</u>	<u>1985</u>
Military Automotive Training 7	First Aid Training 4	First Aid Training 10
First Aid Training 3	Field Sanitation Training 2	Field Sanitation Training 1.50
Field Sanitation Tng 4	Military Justice 1	Military Justice 1
Military Justice 2	Guard Duty 5	Guard Duty 4
Guard Duty 6	Military Customs & Courtesies 10	Military Customs & Courtesies 4
Military Customs & Courtesies 8	*Soldier Tactical Training 40	Individual Assault Tng 25.50
Bayonet 4	Rifle Marksmanship 32	Rifle Marksmanship 26
Tent/Bivouac Tng 4	Weapons Training 7	Weapons Tng 9.50
Military Sweepstakes 6	Military Sweepstakes 6	Military Automotive Training 2
Nuclear Biological Training 1	107 Hrs	Leader's Reaction Course 4
Rifle Marksmanship 12		Bivouac/Tent Training 4
Patrolling Soldier Tactics 15	*Includes Bayonet Plebe Hike/Patrolling	Bayonet Tng 6
Plebe Hike (Field Exercise) 45		Military Sweepstakes 9
117 Hrs		Land Navigation 4

MILITARY HOURS (CONT'D)

			<u>1985</u>
			Nuclear Biological Chemical Training 4
			Helicopter Orientation 2
			U.S. Army Orientations <u>2</u>
			118.50 Hrs
% of Program of Instruction	19.6%	19.7%	20.6%
Total Hours Program of Instruction	596	542	574.50

CADET BASIC TRAINING  
PROGRAM OF INSTRUCTION

SOCIAL HOURS

<u>1956</u>	<u>1960</u>	<u>1985</u>
Religious Time 23.50	Religious Time 15	Religious Time 25
Dancing 5	Open Time 34	Salute to the Nation .75
Privileges 70.25	Parade of States 2	Stress in CBT 1
98.75 Hrs	60	Stress Management 5
	111 Hrs	Organization Day 8
		Military Family Orientation 5
		Band Concert 1
		Company Boat Rides 2
		Movies 6
		Class Authorizations (Privileges) 24
		77.75 Hrs
% of Program of Instruction 16.6%	20.5%	13.5%
Total Hours Program of Instruction 596	542	574.50

CADET BASIC TRAINING  
PROGRAM OF INSTRUCTION

CADETSHIP HOURS

<u>1956</u>		<u>1960</u>		<u>1985</u>	
Cadet Regulations	19.50	Cadet Regulations	8	Cadet Regulations	5
Cadet Store	23	Cadet Store	23	Clothing Equipment Issue	16
Commanders' Time	10.25	Commanders' Time	10	Commanders' Time	10
Dismounted Drill	33	Dismounted Drill	29	Drill & Ceremonies	32
Duty Instruction	6	Duty Instruction	9	Duty Instruction	5
Honor Instruction	13.50	Honor Instruction	15	Honor Instruction	15
Fire Drills	2.50	Fire Drills	2	Inspections	14
Inspections	22.50	Inspections	19	M-14 Rifle Training	2
Manual of Arms (Rifle)	8	Manual of Arms (Rifle)	9	Discipline Instruction	1
Orientations	21	Orientations	13	CBT Orientations	.75
Parades	14	Parades	15	Plebe Knowledge	18
Plebe Knowledge	26.25	Plebe Knowledge	12	Administrative Processing	28.50
Administrative Processing	47.50	Administrative Processing	43	Academic Validations	16.75
Shower & Foot Inspections	46	Personal Hygiene	2	Commandant's Address	.75
Voice Testing	<u>1.25</u>	Shower & Foot Inspections	46	History of West Point	.75
	294.25 Hrs	Personality Test	2		
		Voice Testing	<u>1</u>		
			257 Hrs		

CADETSHIP HOURS (CONT'D)

		<u>1985</u>
		West Point Walking Tour 2
		Leadership Skills Tng 2
		Squad Leader Time 55
		Squad Competition 4
		Personal Hygiene 51
		Class Activities 1
		Etiquette 3
		Alcohol/Drug Lecture 1
		Human Sexuality Training 2
		Voice Testing 2
		Hearing Testing .75
		Dental/Eye Exams 4
		Research Testing 2
		295.25 Hrs
% of Program of Instruction	49.4%	47.4%
Total Hours	596	542
		574.50

CADET BASIC TRAINING  
PROGRAM OF INSTRUCTION

PHYSICAL TRAINING HOURS

	<u>1956</u>	<u>1960</u>	<u>1985</u>
Footmarches	29.50	20	19
Physical Training	<u>56.50</u>	<u>47</u>	<u>64</u>
Total Hours	86	67	83
% of Program of Instruction	14.4%	12.4%	14.5%
TOTAL POI	596	542	574.50

HEADQUARTERS NEW CADET BARRACKS  
UNITED STATES CORPS OF CADETS  
West Point, New York

MACC-1

3 May 1956

TRAINING MEMORANDUM  
NUMBER 1

TRAINING PROGRAM  
NEW CADET BARRACKS - SUMMER 1956

1. Mission:

a. Reference - Training Memorandum Number 4, Headquarters United States Corps of Cadets, dated 10 April 1956, subject, "Military Training Program, Summer 1956."

b. (1) To instill discipline and a high sense of honor in each New Cadet.

(2) To indoctrinate the New Cadets in the Customs and Traditions of West Point and the Armed Forces so that each shall be motivated toward cadet and military life.

(3) To instruct and train the New Cadets so that each shall be qualified to join the Corps of Cadets at the conclusion of New Cadet Barracks.

2. General Plan:

a. Officers Schools - 180700 June to 231200 June.

b. Instructor Training - First Detail, 250600 June to 030600 July.

c. Instructor Training - Second Detail, 230600 July to 281600 July.

d. New Cadet Training - 030600 July to 261200 August.

3. Detailed Plan:

a. Master Program - Annex #1.

b. Weekly Training Schedules - Annex #2 (to be published weekly).

c. Scope of Training - Annex "A", POI, USCC, 1956.

d. Instructor Assignments - Annex #3.

e. Instructor Training Schedule, First Detail - Annex #4.

f. Instructor Training Schedule, Second Detail - Annex #5.

g. Officers' Schools - Annex #6.

4. Administrative Instructions:

a. Duties of Officer-in-Charge of Committee.

(1) Conduct of informal orientation period between members of 1955 and 1956 cadet committees assigned to a particular subject. This will be accomplished prior to 15 May 1956 and a report rendered to S-3, New Cadet Barracks, when completed.

(2) Submission of Lesson Plans to S-3, New Cadet Barracks, according to the following schedule:

HEADQUARTERS NEW CADET BARRACKS  
 UNITED STATES CORPS OF CADETS  
 West Point, New York

ANNEX No. 1 to  
 TM NUMBER 1

3 May 1956

MASTER PROGRAM

New Cadet Barracks 1956

1. New Cadets:

a. Scheduled Hours:

Monday through Sunday - 0745-1150  
 1320-1800  
 1915-2130

b. Program:

	Total Hours	WEEK							
		1	2	3	4	5	6	7	8
Automotive Vehicles	7							7	
Bayonet	4						4		
Cadet Regulations	19½		1	6½	5½		1½	4½	1½
Cadet Store	23		4	4	5	5		5	
Chapel Services	22½	2	3½	3½	3½	3½	2	3½	2
Chaplain's Orientation	1½	1½							
Commander's Time	10½	2½			1		3	2	2
Conditioning Marches	21					1	12	8	
Customs & Courtesies	8		4	4					
Dancing	5				1	1	1	1	1
Defense Against CBR	1							1	
Dismounted Drill	33	9	5	5	5	5		4	
Equipment, Clothing & Tent Pitching	4					4			
Ethics, Duty	6		2	1		1		2	
Ethics, Honor	13½		1	4	3	2		2½	1½
Field Sanitation	4				2	2			
Fire Drill	2½	1½				1			
First Aid	3						3		
Inspections	27½	1	2	4	4	5½	3	3	
Interior Guard	6		5	3	3	3			
Manual of Arms	8								
Military Justice	2	2							
Military Sweepstakes	6								6
Movement to & from Summer Camp	8½					4½	4		
Orientation	21	3	5	5	4	2		2	
Parades, Reviews & Ceremonies	14	1			3	5		4	1
Physical Education	56½	2	12½	11½	12½	11½	2	4½	
Plebe Hike	45								45
Plebe Knowledge	26½		9-3/4	4½	3	3			6
Privileges	70½	2	3½	3½	14-3/4	9	12½	13½	12½
Processing	47½	26-3/4	8½	1	2	1½		2½	4
Rifle	12		3	2		3	4		
Scouting & Patrolling	15						15		
Shower and Foot Insp	46	6	7	7	6	6	6	6	2
Voice Test	1½			1½					
<b>Total</b>	<b>596</b>								

ANNEX NO. 1 to  
TM NUMBER 1  
SUBJECT: Master Program

3 May 1956

2. Instructor Training:

<u>Subject</u>	<u>First Detail</u>	<u>Second Detail</u>
Command Voice	4	3
Commander's Time	4	2
Company Organization	2	2
Dismounted Drill	7	5
Manual of Arms	3	
Saber Manual	2	2
Personal Hygiene	1	1
Posture	1	1
Organization & Preparation of Instruction	28	20
Wearing of the Uniform	1	1
Fitting of the Uniform	1	1
Processing of New Cadets	1	
Equipment, Clothing & Test Pitching		4
Foot Marches		1
The Fourth Class System	1	1
	—	—
Total	56	46

C O R R E C T E D C O P Y

HEADQUARTERS NEW CADET BARRACKS  
UNITED STATES CORPS OF CADETS  
West Point, New York

TRAINING MEMORANDUM  
NUMBER 1

22 April 1960

TRAINING PROGRAM  
NEW CADET BARRACKS - SUMMER 1960

1. REFERENCES:

Training Memorandum Number 1, Headquarters United States Corps of Cadets dated 15 February 1960, Subject: "Military Training Program, Summer 1960".

2. MISSION:

- a. To instill discipline and a high sense of honor in each New Cadet.
- b. To train New Cadets in basic individual military subjects.
- c. To indoctrinate each New Cadet in the customs and traditions of West Point and the heritage of the Armed Forces and the United States.
- d. To instruct and train each New Cadet so that he will be qualified to join the Corps of Cadets at the conclusion of New Cadet Barracks.
- e. To further the leadership development of each First and Second Class Cadet on the New Cadet Detail.

3. GENERAL PLAN.

- a. Instructor Training - First Detail (First and Second Classmen)  
270700 June - 050700 July.
- b. Instructor Training - Second Detail (First and Second Classmen)  
250630 July - 291800 July.
- c. New Cadet Training - 050700 July - 281000 August.

4. DETAILED PLAN.

- a. Master Program - Annex A.
- b. Instructor Assignments - Annex B.
- c. Instructor Training Schedule, First Detail - Annex C.
- d. Instructor Training Schedule, Second Detail - Annex D.
- e. Weekly Training Schedule - Annex E.

5. ADMINISTRATIVE INSTRUCTIONS.

- a. Duties of Officer-in-Charge of Training Committees.

(1) Prepare training memoranda for publication by Headquarters New Cadet Barracks prior to 8 June on subjects for which they are responsible. These planning memoranda will contain minimum essential information since the New Cadet Battalion will publish a training memorandum on each subject containing detailed narration.

(2) Supervise the preparation of training memoranda to be prepared by each cadet committee chief for publication by the New Cadet Battalion.

HEADQUARTERS NEW CADET BARRACKS  
UNITED STATES CORPS OF CADETS  
West Point, New York

ANNEX "A" to  
T.M. Number 1

22 April 1960

MATER PROGRAM  
New Cadet Barracks 1960

1. New Cadets
  - a. Military Training

<u>Subject</u>	<u>Total</u>
1 Cadet Regulations	8
2 Customs & Courtesies	10
3 Dismounted Drill	29
4 Ethics Honor	15
5 Ethics Duty	8
6 Field Sanitation	2
7 First Aid	4
8 Fourth Class Customs & Traditions	12
9 Inspections	19
10 Interior Guard	5
11 Manual of Arms	9
12 Marches	20
13 Military Justice	1
14 Military Sweepstakes	6
15 Orientation	13
16 Parades, Reviews, Ceremonies	15
17 Personal Hygiene	2
18 Physical Education	47
19 Rifle	7
(Mechanical Trng)	
20 Tact Trng of Individual Soldier	40
(Bayonet)	(3)
(Equipment, Clothing & Tent Pitching)	(4)
(Combat Formations & Battle Drill)	(8)
(Individual Training, Day)	(4)
(Preparation of Tactical Bivouac)	(9)
(Preparation of Admin Bivouac)	(3)
(Platoon Firing Demonstration)	(1)
21 Trainfire	32
Total	<u>304</u>

b. Scope of Military Training.

(1) Cadet Regulations.

Orientation on Regulations, USCC and New Cadet Barracks.

(2) Customs and Courtesies.

Meaning and importance of military courtesy and discipline and basic social conduct, customs and traditions.

(3) Dismounted Drill.

School of the soldier, with and without arms; squad, platoon and company drill.

HEADQUARTERS NEW CADET BARRACKS  
UNITED STATES CORPS OF CADETS  
West Point, New York

ANNEX "A" to  
T.M. Number 1

1 April 1960

MASTER PROGRAM  
New Cadet Barracks 1960

1. New Cadets

a. Military Training

SUBJECT	1	2	W 3	E 4	E 5	K 6	7	8	Total
1 Cadet Regulations			4	2	1			1	8
2 Customs & Courtesies		2	4	4					10
3 Dismounted Drill	6	5	5	4	5	3	1		29
4 Ethics Honor	1	2	2	2	1	2	2		15
5 Ethics Duty			2	1	2	1	1	1	8
6 Field Sanitation						2			2
7 First Aid					4				4
8 Fourth Class Customs & Traditions		5	3	4					12
9 Inspections	1	2	3	3	3	3	3	1	19
10 Interior Guard		2	3						5
11 Manual of Arms		4	3		1				9
12 Marches					5		3	12	20
13 Military Justice	1								1
14 Military Sweepstakes								6	6
15 Orientation	4	3	3	3					13
16 Parades, Review, Ceremonies	1			3	4	3	3	1	15
17 Personal Hygiene	1	1							2
18 Physical Education	2	10	9	9	6	5	4	2	47
19 Tact Trng of Indiv Soldier (Bayonet)						(1)	(2)		40
(Equip, Clothing & Tent Pitching)				(1)					
(Combat Formations & Battle Drill)						(4)	(4)		
(Indiv Trng, Day)					(4)		(4)		
(Indiv Trng, Night)								(9)	
(Prep Tact Bivouac)								(3)	
(Plt Firing Demonstration)								(1)	
20 Trainfire & Rifle		3	4			16	16		39
<b>Total</b>	<b>17</b>	<b>40</b>	<b>45</b>	<b>39</b>	<b>40</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>304</b>

b. Administrative Requirements

Subject	1	2	W 3	E 4	E 5	K 6	7	8	Total
1 Cadet Store		5	5	4	4	2	3		23
2 Chapel Services	1	2	2	2	2	2	2	1	14
3 Chaplain's Orientation	1								1
4 Commander's Time	2	2	1	1	1	1	2		10
5 Fire Drill	1				1				2
6 Open Time		4	7	5	2	4	1	11	34

Subject	1	2	W 3	T 4	F 5	S 6	7	8	Total
7 Parade of States		2							2
8 Privileges				12	12	12	12	12	60
9 Processing	29	7	2		1	1	2	1	43
10 Shower & Foot Inspection	6	7	7	6	6	6	6	2	46
11 Personality Test	2								2
12 Voice Test								1	1
<b>Totals</b>	<b>42</b>	<b>29</b>	<b>24</b>	<b>30</b>	<b>29</b>	<b>28</b>	<b>26</b>	<b>28</b>	<b>238</b>

c. Notes:

(1) The training day is considered to include four (4) one hour periods in the morning, four (4) one hour periods in the afternoon, and two (2) one hour periods in the evening. This results in a 69 hour week (except first week - 59 hours), with reveille one hour later on Sundays. For the purpose of the above program, quarter hours and time between periods has not been included.

(2) The periods to be scheduled are as follows:

0745 - 0835  
0850 - 0940  
0955 - 1045  
1100 - 1150  
1320 - 1410  
1425 - 1515  
1530 - 1630  
1700 - 1800  
1915 - 2030  
2030 - 2130

d. Scope of Military Training.

(1) Cadet Regulations.

Orientation on Regulations, USCC and New Cadet Barracks.

(2) Customs and Courtesies.

Meaning and importance of military courtesy and discipline and basic social conduct, customs and traditions.

(3) Dismounted Drill.

School of the soldier, with and without arms; squad, platoon and company drill.

(4) Ethics Honor.

Meaning and concepts of Honor, the Honor Code, the Honor System.

(5) Ethics Duty.

Duty of an individual to God, Country, profession, neighbor, and himself.

(6) Field Sanitation.

Individual and unit health and sanitary measures and precautions in the field.

(7) First Aid.

First Aid treatment of burns, sunstroke, heat exhaustion, poisoning, suffocation, and drownings; types of injuries including those most common to athletic events; control of bleeding; transportation of sick and wounded.

POI - SUMMARY

- a. Total # Training Days = 44.5
- b. Training Dates: 1 July 1985 to 14 August 1985.

(Subject)	(Hours)
c. Military Training	
First Aid	8
First Aid (make up)	2
Field Hygiene/Sanitation	1.5
Individual Assault Techniques	25.5
Drill and Ceremonies	32
Inspections	14
Map Reading/Land Navigation	4
Nuclear, Biological and Chemical Defense Training	4
Guard Duty	4
Helicopter Orientation	2
Squad Competition	4
Military Customs and Courtesies	4
Military Justice	1
Weapons Maintenance	9.5
Alcohol and Drug Abuse, Prevention and Control	1
Bayonet	6
Hearing Conservation	(.75)
M16A1 Rifle Marksmanship	26
M14 Mechanical Training	2
Military Sweepstakes	6
Driver Training	2
Leader's Reaction Course	4
Bivouac Training	4
Military Sweepstakes Review	3
US Army Orientation	1
Threat Orientation	1
	<hr/>
Sub-Total	172.25

## d. Physical Training

Physical Conditioning/Testing	31.5
Mass Athletics/Corps Squad Screening	21.5
Swim Qualification Testing	2
Confidence Obstacle Course/Combat Obstacle Course	4
Sports Orientation	3
Foot Marches	19
Swimming	<u>2</u>
Sub-Total	83

## e. Moral, Ethical and Cadetship Training

Salute to the Nation	.75
CBT Orientation	.75
Cadet Regulations	5
Discipline	1
Duty	5
Honor	15
Fourth Class System	18
Voice Testing	(2)
Human Sexuality	2
Religious Activities	25
Commandant's Address	.75
History of West Point	.75
Company Commander's Time	10
Squad Leader Time	55
Leadership Skills Training Program	<u>2</u>
Sub-Total	143

## f. Social Training

Class Authorizations	24
Stress in CBT	1
Stress Management Training	5
Organization Day	8
West Point Walking Tour	2
Military Family Orientation	5
Etiquette	3
Band Concert	1
Movies	6
Class Activities	1
Company Boat Ride	<u>2</u>
Sub-Total	58

## g. Academic/Administrative/Logistics

Reception Day Activities	11
Finance In-processing	.75
Personal Maintenance	51
Clothing/Equipment Issue	16
Academic Validations/Briefings	15.75
Academic Schedule Adjustment	1
Post Office Box Issue	1
Research Testing	2
Dental/Eye/Ear Exams	(4)
ID Photos	2
Cadet Personnel Processing	2
DCA Orientation	3
Library Tour	1
Treasurer Brief	1
Move to Academic Year Company	4
Personal Checking Account Class	<u>2</u>
Sub-Total	117.5

## h. Program Recapitulation

Military Training	175.25
Physical Training	83.
Moral, Ethical and Cadetship Training	143
Social Training	58
Academic/Administrative/Logistical	<u>117.5</u>
Total	573.75.

( ) = Concurrent training activity

## Annexes:

- A - Military Training
- B - Physical Training
- C - Moral, Ethical and Cadetship Training
- D - Social Training
- E - Academic/Administrative/Logistics



OFFICE OF THE DEAN  
UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK 10996-5000

MADN-3

2 April 1986

MEMORANDUM THRU THE SPECIAL ASSISTANT TO THE SUPERINTENDENT  
FOR POLICY AND PLANNING

FOR SUPERINTENDENT, UNITED STATES MILITARY ACADEMY

SUBJECT: Response to the 1986 Board of Visitors

1. Reference: Memorandum, MAPP, dated 16 December 1985, subject: Reports to the 1986 Board of Visitors.
2. The enclosed memorandum represents the study requested by the 1985 Board of Visitors on the efficacy of the optional majors program and the advisability of creating a "capstone" course in weapons systems engineering. The General Committee has endorsed this study.
3. Recommend the enclosed study be forwarded to the 1986 Board of Visitors for their consideration.

Encl

ROY K. FLINT  
Brigadier General, USA  
Dean of the Academic Board



DEPARTMENT OF THE ARMY  
UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK 10996

REPLY TO  
ATTENTION OF

MADN-C

6 March 1986

MEMORANDUM TO THE DEAN OF THE ACADEMIC BOARD

SUBJECT: Reports to the 1986 Board of Visitors

1. Reference: Memorandum, MADN-3, 14 January 1986, SAB.
2. Recommendation: The Curriculum Committee has studied recommendations nine and ten made to the Board of Visitors (summaries at Encl 1). We urge the Academic Board to take a strong position against both proposals.
3. Discussion: The curriculum at the Military Academy offers college courses divided between two related programs:
  - a. A core program of studies that lays the basis for cadets' continuing intellectual performance and growth both as cadets and as Army officers.
  - b. Field programs (in two varieties -- field of study and major) that develop in cadets their capacities for studying a discipline in depth.

Because the core program consists of thirty-two courses necessary for the general college education of a West Point officer, we presume that only our twelve-course field programs allegedly break with "tradition." If, however, cadets devote their entire field program to mathematics or the basic sciences or engineering (as about half of them do), they graduate with transcripts resembling those earned by the Class of 1959, the last class without any elective program. Then roughly 60% of the core courses were in mathematics, sciences, and engineering (MSE); 40% were in humanities and public affairs (HPA). Today the cadets in MSE fields (approximately the same number of cadets as graduated in 1959) graduate with the same 60:40 ratio of MSE courses to HPA courses.

Cadets who choose the HPA fields are, therefore, the only fugitives from tradition. They graduate with a 66:34 ratio of HPA courses to MSE courses. We believe that they are fully prepared to take up their duties in the Army. We expect them to perform well in both peace and war.

Recommendation nine stresses preparation for combat, "a matter of continual problem solving." Cadets solve problems in the core program; they also solve problems in field programs, whether MSE or HPA. Deep, extensive study of any intellectual discipline reveals problems that

SUBJECT: Reports to the 1986 Board of Visitors

students must solve. Solutions to "HPA problems," it is true, may not be numbers; the solutions may not make use of proven formulas in handbooks. But the problem-solving process demands "rigorous thinking and self-discipline," even if the results are not as irrefutable ("reliable") as those reached by applying the Pythagorean theorem.

We would take a different position on HPA fields if we believed the Army's only challenges were engineering problems. They are not. Recalling our last major engagement, the fighting in Vietnam, we can cite few technical problems that the Army did not solve. Our significant difficulties, those that marred our performance, arose from judgments of character, interactions with a foreign culture, responses to complex political, psychological, and economic pressures, knowledge of the law, application of moral reasoning, and communications to our superiors, our subordinates, ourselves.

If we thought war was an "exact science," no matter what the study of military history tells us, the fighting in Vietnam quickly disabused us of the notion. We have no reason to believe that the nature of ground combat will be significantly different in the foreseeable future. We will face both finite technical problems and the "inexact" kinds of problems that gave us trouble in Vietnam.

Thus, the "experienced people" who have designed MSE courses have joined the equally experienced people who have designed HPA courses in shaping a core program of thirty-two courses. We believe the core to be the program that will best develop cadets into officers able to keep the peace and solve the infinite variety of problems in combat. Drawing on our experience, both military and academic, we have given our curriculum a second part. Solving complex problems often requires a well-developed ability to study a subject in depth.

HPA fields give cadets the chance to study certain core disciplines in depth. The studies build on basic skills taught in the core program. Mastering these studies helps cadets to develop into sound Army officers. HPA fields are not alien to our profession. Consider the HPA field of study most apparently distant from the concerns of the "exact sciences" and the reality of combat. Consider the field of literature.

The close study of difficult literature develops an unusual ability to read difficult texts of any sort. Successful students learn the nuances of words, the allusive potential of language, the importance of metaphor, the rhetoric of argument. The Army needs good readers.

The study of literature demands analysis of written documents. Students must discover meaning in a text and present persuasive arguments for their interpretations of the material. They come to realize that texts may have many meanings or perhaps even no meaning at all, depending

SUBJECT: Reports to the 1986 Board of Visitors

on the assumptions a reader brings to the reading. Students learn the importance of assumptions, the need for finding out the basis of anyone's reasoning. The Army needs good analysts.

Writing about literature, students learn to make precise arguments that they can support with evidence from the text. They must identify as much of the evidence as possible, select the key elements, and show clearly how they reached their conclusions. The Army needs sound investigators.

Students of literature write about the world's most powerful and compelling ideas. Although their prose may never measure up to what they read, they must still compare what they write to that which they are studying. Inspired by great writing and faced with the need to make their responses to it clear and persuasive, they improve their own writing. The Army needs good writers.

Literature introduces readers to a great variety of human beings in more numerous and diverse circumstances than any single person could ever experience firsthand in a lifetime. Authors invite moral judgments on the characters they create, thus enlarging the scope of moral awareness in their readers. The Army needs morally attentive officers.

Because literature presents worlds complete within the texts describing them, it gives its readers concrete examples of people leading other people. The cost of the lesson, time and mental effort, is nothing compared to the price paid at the field training exercise. Having seen characters confront situations in fiction, officers have at least thought about the similar situation when they encounter it in action. The Army needs leaders who are prepared.

The work of imagination, literature taxes its readers to respond through their own imaginations. Literature opens closed minds to the possibilities of new ways of thinking and seeing. It encourages readers to voyage beyond their ordinary selves, to discover worlds previously unknown. The Army needs imaginative officers.

Literature provides a reasonably comprehensive sense of culture. Culture, the artifacts and myths of our society, seems to be what we aim to defend when we fight. The Army needs officers who know what they are fighting for.

We make no claim that every cadet at the Military Academy should specialize in the study of literature. And we certainly do not believe that the study of literature is the only way to develop competence in reading, analyzing, investigating, and writing, in moral reasoning and cultural understanding, in leading people and thinking imaginatively. We do, however, recognize that the Army will benefit from counting in

SUBJECT: Reports to the 1986 Board of Visitors

its ranks some West Point officers who have studied literature. Along with other USMA graduates who have completed the core program and other fields of study, they will help to keep the peace and win the wars.

Offering field programs that lead away from the old MSE dominance makes sense to us now that the West is won. The USMA curriculum once favored the engineering disciplines because the country needed engineers to help it expand and build. We still need officers with strong backgrounds in engineering. We need them primarily for the contribution they make to our combat effectiveness. Our total capability, however, relies on an enormous diversity of skills.

We take to heart the wisdom of the Greek poet Archilochus who wrote that "the fox knows many things, but the hedgehog knows one great thing." We play the hedgehog with our core program; the fox with our elective program. We could argue endlessly over the exact point of balance. At the moment, we believe that we have identified a strong core of courses -- the most important thirty-two college courses for a future West Point officer to complete. Our experience and study sustain our confidence in this one great thing, this core program.

Our experience likewise leads us, however, to refrain from taking a wholly monistic view of the Army. At the balance point we move to a pluralistic view that accords with the Army we know today and think we will have in the future. That Army knows many things, goes in many different directions, demands many different kinds of knowledge. We reflect that variety in our field programs.

Just as we apply the distinction between the hedgehog and the fox to our entire curriculum, so we find it useful in explaining our approach to the First Class engineering courses in the core program. Like hedgehogs we know that the discipline of engineering is important to all graduates, and so we give it two spaces in the core program. But engineering encompasses several subsets. We have selected five of the many subsets because we know that to teach only one kind of engineering to everyone would deny our own experience, our knowledge as foxes. Thus, in the core program we offer several engineering courses, the ones we think most important.

We would be false to the fruitful variety of our knowledge and experience were we to impose a single kind of engineering on all cadets. Not even the arguments for the proposed capstone course, Weapons System Design, cause us to abandon our conviction.

Although we all hope for an Army populated with some experienced officers who know how to integrate the principles of the social, behavioral, and military sciences with the concepts and methods of engineering design and how to bring the principles, concepts, and methods to bear on the development of a weapons system, we know that a relatively

SUBJECT: Reports to the 1986 Board of Visitors

small number of graduates are or will be in the very specialized fields of research and development, procurement, and program management. Trying to prepare all of our undergraduates for such work could only make sense, then, if it were the very best way to develop the engineering turn of mind in cadets.

We now develop that engineering turn of mind by building on material presented in other MSE core courses. The engineering courses do not end education in mathematics, science, or engineering. On the contrary, they simply constitute another stone in an educational edifice that we expect to become larger and more complex as officers mature in the Army. We have never intended the core program to invite closure in any discipline.

A capstone two-course sequence in weapons system design could, indeed, conclude the core program in both MSE and HPA disciplines. Weapons System Design would be a demanding kind of interdisciplinary bacchanalia, a celebration of background and experience. But the project would fail.

The project would not develop an engineering turn of mind in cadets because they would not be able to cope with the course. The core curriculum does not give cadets the technical background needed for designing weapons systems. In specialized subjects such as human factors psychology and defense budgeting, cadets do not have the background enabling them to know and apply principles effectively. Cadets do not have enough experience in the Army to make the critical contribution to the design of a weapons system: that is, the knowledge of a veteran soldier. Even the USMA faculty, as now conceived, lacks the general background and specialized training and experience to present a legitimate two-course core sequence in weapons system design.

In practice, establishing a capstone two-course sequence in weapons system design would require a total revision of the USMA curriculum. We would have to take the following actions:

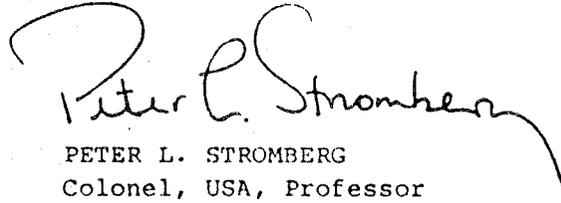
1. Replace current offerings in engineering in the core program.
2. Expand and reorient instruction in core courses that support Weapons System Design.
3. Add to the core program new courses that support Weapons System Design.
4. Eliminate from the field programs the option for majors.
5. Reduce the number of courses available for fields of study.
6. In lieu of actions 4 and 5, eliminate from the core program those courses that do not bear directly upon Weapons System Design.

MADN-C

6 March 1986

SUBJECT: Reports to the 1986 Board of Visitors

We would have to abandon our deeply held beliefs about the education of West Point cadets in favor of a new, untested philosophy. The benefits of so denying our experience seem remote. It is barely conceivable that some graduate of the resulting curriculum might possibly contribute to some improvement in a weapons system in the next century. It is far more possible that our current curriculum will help the Army then and now with all of its many missions.



PETER L. STROMBERG  
Colonel, USA, Professor  
Chairman, Curriculum Committee

Encl

## SUMMARIES OF RECOMMENDATIONS TO BOARD OF VISITORS

### Recommendation Nine

"The Secretary of the Army [should] take note of the radical departure of the current academic curriculum from tradition and be advised of the Board's concern over the trend."

West Point should prepare cadets for combat, "a matter of continual problem solving." Study of the "exact sciences," the pursuit of cadets now enrolled in MSE fields, requires the utmost "devotion to rigorous thinking and self-discipline" and yields unusually "reliable results." Graduates have performed well in our last three wars because they have all taken "engineering-type" courses "designed by experienced people," as opposed to liberal arts courses that are "more student designed." Changes in the curriculum during the last decade have been more extensive than those made after both the First and the Second World Wars.

### Recommendation Ten

"The Academy [should] consider the advisability, desirability, and feasibility of establishing a core course in first class year in weapons systems engineering as a capstone to the award of the bachelors degree of science in the military art and consider the desirability of abandoning its offerings of optional academic majors if necessary to do so."

The course should go beyond "mere hardware design" to the "study of a complete professional concept of a weapons system," to include the human, materiel, organizational, and doctrinal elements of weapons design.



OFFICE OF THE DEAN  
UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK 10996 5000

MADN-3

10 March 1986

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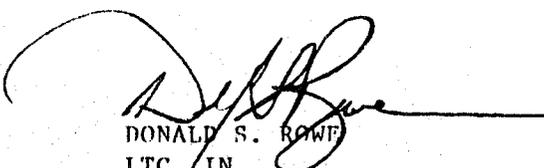
MEMORANDUM THRU DEAN OF THE ACADEMIC BOARD

FOR COLONEL TILIAR, SPECIAL ASSISTANT TO THE SUPERINTENDENT  
FOR POLICY AND PLANNING

SUBJECT: Response to Paragraph 9b(2),  
1985 Report of the Board of Visitors

1. Reference, Annual Report of the Board of Visitors of the United States Military Academy, 1985, dated 31 December 1985.
2. Attached as an enclosure to this memorandum is a response from Colonel Robert A. Doughty, Professor and Head, Department of History, to Item iii of Paragraph 9b(2) of the reference above. The referenced item called for establishing a goal that the Academy's course in Military History remain nationally pre-eminent. The sum of Colonel Doughty's remarks is that such a goal already exists and is nurtured by both the Army's and the Academy's policies. It is the Military Academy's objective to continue to offer a first-rate program in Military History, and our close ties with the Army historical community will ensure that tradition.
3. It should be noted that retention of a pre-eminent position in the teaching of Military History is not synonymous with requiring additional Military History courses in the core curriculum. As the enclosure indicates, academic reputation is the result of a number of complex factors, all of which receive the Academy's continued attention.

1 Encl  
as

  
DONALD S. ROWE  
LTC, IN  
Assistant Dean for Curriculum  
and Academic Affairs



DEPARTMENT OF THE ARMY  
UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK 10996 -1793

COPIES TO  
ATTENTION OF

MADN-K

4 March 1986

MEMORANDUM FOR LTC DON ROWE, OFFICE OF THE DEAN

SUBJECT: Board of Visitors Report

1. Reference recommendation 10 of General Davidson's report to the 1985 Board of Visitors: "It is recommended that a goal be adopted providing that the Academy's course in military history, including the history of the military art, remain pre-eminent nationally among the undergraduate institutions and that the Department of the Army provide support to that end as may be necessary."
2. The Department of History fully supports the above recommendation and wholeheartedly concurs with the Board of Visitors regarding the importance of military history to the overall education of the cadets. Furthermore, the Department of History has had, for a number of years, the goal of recruiting and maintaining the best undergraduate teaching faculty in the United States. The Department of the Army and the Military Personnel Center have long been supportive of this goal and have consistently provided the Department of History with quality officers.
3. Since the late 1960's, Department of the Army has provided ever increasing funds towards the postgraduate education of the military history faculty at the best graduate schools available. As a result an excellent working relationship exists between our faculty members and the History Departments at Michigan, Stanford, Rice, Ohio State, Duke, Temple and Wisconsin. The research, writing and course work performed by our faculty members, to include in many cases doctoral dissertations, greatly enhance the reputation of our course offerings in military history. The mutual exchange of information and ideas will continue to ensure our course retains a preeminent reputation at the undergraduate level.
4. Since the early 1970's when the Department of History led the way in bringing visiting civilian scholars to West Point, the Visiting Professor program has yielded significant input to the military history courses we teach. Outstanding professors in the field of military history such as: Theodore Ropp, Maurice Matloff, I.B. Holley, Jay Luvaas, Frank Vandiver, Edward Coffman, Ira Gruber and Charles Roland have all offered constructive criticism and have enhanced the reputation of

SUBJECT: Board of Visitors Report

the course. The Visiting Professor program has rapidly expanded to include every academic department at West Point and is fully supported by Department of the Army.

5. In addition to the support provided by Department of the Army, HQ TRADOC annually funds the conduct of a month-long Military History Workshop at West Point which is intended to upgrade the military history instruction in the ROTC program. Over the past five years, over 250 professors from civilian universities have gathered at the Department of History, USMA, to attend seminars led by our faculty members. All have been impressed by the breadth, the depth and the quality of our instruction.

6. Each year and with ever increasing regularity our faculty members lecture at the Army War College, Air War College, Naval War College and the Command and General Staff College; publish articles for military and history journals; and, respond to calls for papers at other universities and historical societies. Our reputation for excellence in the field of military history increases in direct proportion to our participation in these activities.

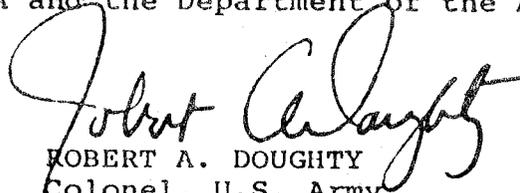
7. During the past year, Avery Publishing Company has reviewed our instructional texts, which were prepared by our faculty, and with the assistance of Brigadier General Thomas E. Griess, (retired), as Editor, has published the West Point Military History Series. This is certainly a tribute to the work performed by the instructors in the Department of History. In the near future, Colonel Robert A. Doughty, Professor and Head of the Department of History, is planning the publication of a two-volume History of the Military Art for instructional use at West Point and the ROTC Military History Program.

8. Another example of the support provided to the Department of History is the production of an outstanding videotape series on the impact of technology on warfare. With funds provided by the Dean, several instructors in the Department produced a series of twelve to fifteen minute TV tapes to supplement instruction in the history of the military art. There are now plans to enter these tapes in the Army-wide education support system.

MADN-K  
SUBJECT: Board of Visitors Report

4 March 1985

9. In summary, the Department of History offers a unique undergraduate course in the History of the Military Art and continues to seek methods, techniques, and material to upgrade the quality of the instruction. We have the complete support of the administration at USMA and the Department of the Army.



ROBERT A. DOUGHTY  
Colonel, U.S. Army  
Professor and Head  
Department of History

SUMMARIZED MINUTES  
1986 USMA BOARD OF VISITORS  
SUMMER MEETING  
JUNE 29-JULY 2, 1986  
WEST POINT, NEW YORK

1. CONVENING OF THE BOARD. The summer meeting of the 1986 USMA Board of Visitors (BOV) was convened after dinner (approximately 8:35 p.m.) by the Chairman, Mr. Clyde H. Slease, in the Hotel Thayer at West Point on June 29, 1986. Members of BOV present, in addition to the Chairman, were the Vice Chairman Hamilton Fish, Jr., Mr. William Mounger, General George Price, Mr. Michael Grebe, Ms. Marta Caldera, and Congressman Elwood (Bud) Hillis. Quorum (6 members including at least one member of Congress) was present. The Executive Secretary, Colonel Donaldson Tillar, was present. Other persons present included Mr. Milton Hamilton, Administrative Assistant to the Secretary of the Army; Brigadier General Roy Flint, Dean of the Academic Board; Colonel Richard Behrenhausen, USMA Chief of Staff; Colonel Michael Gilmartin, USMA Deputy Chief of Staff for Personnel and Community Activities; Colonel James Golden, USMA representative to the Highland Falls School Board; Lieutenant Colonel Jerome Adams, USMA Science Research Laboratory; and Lieutenant Colonel Grayson Winterling, Office of the Chief of Legislative Liaison, Department of the Army. Noting quorum, the Executive Secretary asked for acceptance of the agenda (Enclosure 1) for this meeting. Hearing no objections, the Chairman accepted the agenda.

2. BOARD DISCUSSIONS.

a. Impact Aid/Section VI, PL 81-874. Colonel Gilmartin was introduced by the Chairman and asked to present an update on the status of federal aid to the Highland Falls-Fort Montgomery School District. Colonel Gilmartin responded by tracing the history of declining impact aid to this local school district which educates the high school age children who live on West Point. Colonel Gilmartin informed the BOV that school year 1985-1986 was a watershed year because federal aid was changed from Impact Aid to a Section VI, PL 81-874, contractual arrangement. The local district has received \$432,000; the remaining payment for 1985-1986 is expected shortly after September 30, 1986. For school year 1986-1987 a similar contract between the Department of Defense (DOD) and the school district is expected. The Chairman read a letter to the BOV from the local superintendent of schools, Dr. Hardwick, requesting continued support of the Section VI solution. Congressman Fish expressed his delight in this contractual arrangement and his thanks to the Secretaries of Defense and Army for their support of the Section VI solution. Mr. Hamilton added that, from his perspective, DOD intends that Section VI be the permanent solution to defraying the costs of educating the "military dependents" attending the local high school. General Flint noted that until Congressman Fish became involved in this issue little progress was made toward solution. Mr. Slease proposed that the BOV reply to Superintendent Hardwick's letter saying that the BOV is of

APPENDIX 3

the unanimous opinion that we should pursue, as a permanent arrangement, a Section VI arrangement with the Highland Falls School District. A second to this motion was made; the motion was carried by unanimous voice vote. The Chairman so ordered (Enclosure 2).

b. Project Proteus. Noting the presence of Lieutenant Colonel Adams, the Chairman called for the presentation of Project Proteus in order to free up time in the agenda on July 1st. Colonel Adams, principal researcher on the project, provided an update on this multi-year study of officer careers. He outlined the background of Proteus, beginning with Project Athena, a four-year study of the integration of women into the Corps of Cadets; a follow-on study of the early women graduates of West Point; and now this expanded project which examines early career experiences of officers, male and female, from all sources of commission. This Department of the Army study involves 26 research-related personnel and is scheduled for four more years. Goals of the study were presented. Conclusions and recommendations have not yet been formulated, but some common threads have appeared: problems in communicative skills, particularly among minority officers; the importance of a "duty concept" to young officers; instances of exposure to "deceitful behavior" at a 65-70% level early in careers; and the impact of early duty experiences on the commitment of young officers to a career of service in the Army. Colonel Adams next discussed "mentor relationships" in the Army, concluding that women officers from West Point are being mentored more frequently than other groups. Spouse commitment to the service member is also under investigation; although not conclusive, it appears that spouses' attitudes toward officers' careers generally were favorable. Colonel Adams also responded to Mr. Hillis' question regarding dual-career couples, citing the special problems of these officers: joint domicile, career-competition and family (child-raising) responsibilities. Colonel Adams concluded by presenting some attrition statistics for USMA graduates, noting (1) that voluntary resignations are the primary area of interest and (2) that resignations at the 6th year of commissioned service for Academy graduates have decreased from 39% for the Classes of 1971 and 1972 to 20-21% for the Classes of 1978 and 1979. Resignations for women are higher than for males (Class of 1980) - 26% vs. 21%, but not as significantly higher as some had predicted. There being no further questions, this session of the BOV meeting concluded at approximately 10:30 p.m.

3. BOARD DISCUSSIONS (Cont'd). The USMA BOV reconvened at 9:00 a.m. on Monday, June 30, in the Dean's Conference Room, Building 600, at West Point. Present at the start of this session were the Chairman, Mr. Slease; the Vice Chairman, Mr. Fish; Mr. Mounger; Mr. Grebe; General Price; Ms. Caldera; Mr. Bayer; and Mr. Hillis. The Executive Secretary was present. Congressman William Carney joined the Board during this session. Also present for this session were Mr. Hamilton; Lieutenant General Scott, Superintendent USMA; Brigadier General Flint, Dean of the Academic Board; Colonel Peter Oppenheim, Director of Engineering and Housing; Mr. James Freiband, Installation Master Planner; Major John Robertson, Resource Manager, Office of the Dean; Lieutenant Colonel Winterling; Mrs. Shirley

Ellsworth and Mr. Edward Rose, Directorate of Resource Management, USMA; Colonel Todd Counts, Director of Resource Management; Major Richard Kerivan, Office of the Special Assistant to the Superintendent, USMA; and several reporters/press persons. The Chairman, Mr. Slease, opened this session by reminding the members present of the offer by General Scott to provide a copy of the recent report of the Superintendent's Honor Review Committee. Mr. Slease asked the Executive Secretary to provide each member present a copy of this report. Mr. Slease emphasized that the reports are numbered, are marked "For Official Use Only," and are to be returned to the Executive Secretary after the annual meeting of the BOV in December 1986.

a. Long Range Planning. The Chairman asked Colonel Tillar, as Special Assistant to the Superintendent for Policy and Planning, to begin the briefings on this topic. Colonel Tillar started by recounting the development since 1980 of long range planning at the Academy. Although all major activity directors at West Point are involved in planning, Colonel Tillar highlighted those organizations with full-time planning or programming persons authorized: the Special Assistant for Policy and Planning; the Associate Director for Plans and Programs within the Office of the Director of Admissions; the Special Assistant to the Commandant for Systems and Planning; the Curriculum and Academic Affairs Division within the Office of the Dean; the Directorate of Resource Management; the Directorate of Operations, Plans and Security for mobilization planning; and the Installation Master Planner within the Directorate of Engineering and Housing. Colonel Tillar commented that until 1982, only the Directorate of Engineering and Housing was engaged in long range planning. Today, these offices, and all major activity directors, have annual input to the USMA Five-Year Plan, an effort begun in 1982 by the Office of the Special Assistant for Policy and Planning (OSASPP). The relationship between planning and programming was next explained, using the Army's Planning, Programming, Budgeting, and Execution Systems. The USMA Five-Year Plan and the planning process was explained in detail: the process (1) is time phased, (2) is accomplished by all the major activity directors at USMA, and (3) provides simultaneous resource requirements to the Directorate of Resource Management for incorporation into annual budget submissions. The format for each chapter of the Five-Year Plan was explained. Department of the Army planning guidance and USMA assumptions for planning were next discussed in detail. Throughout Colonel Tillar's briefing, there were numerous comments from Board members concerning retention, recruiting of athletes and minorities, the mission of the Academy (prepare lieutenants or senior officers?), comparison of USMA and ROTC graduates' preparation, and size of the Corps of Cadets. Copies of the USMA Five Year Plan for 1988-1992 were provided to each BOV member present for their review and comment. Colonel Tillar noted that the process of planning is more important to the Academy than the product (the Five Year Plan). Colonel Tillar asked Board members to study the Plan during the coming months and be prepared to offer constructive criticism at the Annual Meeting of the BOV in December. Colonel Tillar concluded by discussing the strategic planning conference, an annual meeting of the top leadership of the Academy to set priorities for

the resource requirements developed during the planning process. The Board took a short break prior to the next discussion. Following the break General Scott presented plaques to three new members of the BOV recognizing their appointment to the Board and attendance at their first BOV meeting at West Point.

b. Planning, Programming, Budgeting and Execution System (PPBES) at West Point. Following the plaque presentations, Colonel Tillar introduced Mrs. Ellsworth and Mr. Rose from the Directorate of Resource Management, USMA. Mr. Rose, Deputy Director of Resource Management, began with a short audiovisual presentation on the USMA resource situation. Mrs. Ellsworth followed by explaining the Department of Defense and Department of the Army Planning, Programming and Budgeting System. Her presentation emphasized the programming aspect and how USMA enters the PPBES system. Mrs. Ellsworth summarized the USMA planning and programming interface with Department of the Army using a calendar of programming functions (Enclosure 3). Mrs. Ellsworth's presentation also emphasized the USMA support of Army initiatives. Members of the BOV were given a booklet entitled "In the Lead" containing 100 monographs illustrating USMA support of Army and Defense initiatives. Mrs. Ellsworth's presentation evoked numerous comments as to the complexity and time-sensitivity of the planning and programming process. Mr. Rose wrapped up this session by summarizing the Academy's PPBES, highlighting recent Academy budget wins, but describing the uncertain future of the 1988-1992 program funding. Mr. Rose emphasized that the Academic Modernization Program is the Academy's number one budget priority during this period. In the discussion following, the issue of cadet pay, currently \$480 per month, was raised. Cadets have not received a pay raise since 1982. General Scott observed that, in earlier years, cadet pay was pegged at 1/2 of a second lieutenant's pay, but today a cadet receives about the same pay as an Army private (pay grade E2). Next the Board discussed the recent actions of the Military Construction Subcommittee of the House Appropriations Committee, in cutting the Academy's 1987 military construction submission. Congressman Fish explained the subcommittee's actions. The Board then adjourned for lunch at the Enlisted Soldiers' Club hosted by the Command Sergeant Major.

4. BOARD DISCUSSIONS (Cont'd). After lunch the BOV resumed discussions of long range planning. All members present for the morning session were again present, as was the Executive Secretary. The Executive Secretary introduced Colonel Peter Oppenheim to begin the discussion on installation (facilities) master planning.

a. Installation Master Planning. Colonel Oppenheim began with personal comments as to the measure of success for West Point and its graduates. Colonel Oppenheim then discussed installation master planning (a 20 year look) and the command's five year military construction plan. USMA is currently updating, through a contracted civilian architectural engineering firm, its bicentennial installation master plan. Colonel Oppenheim traced the history of the facilities development at West Point, highlighting the

centennial plan of 1902 and the 1962-1974 expansion plan. Colonel Oppenheim highlighted changes at USMA since 1974 and the need for expanded and renovated academic facilities. Central to all this planning is the concept of a cadet area in which cadets live, exercise and attend classes, all within a ten minute walking radius. West Point's historical scene was also discussed. Next, Colonel Oppenheim discussed the five year military construction planning organization and process, noting the role of the USMA Installation Planning Board. Status of the ongoing master plan update was presented; this effort is due to be completed in April 1987. Colonel Oppenheim then covered in some detail the military construction projects in the USMA Five Year Plan, emphasizing the priority placed on academic modernization. This plan also includes a substantial facilities capital renewal program plus operational enhancement projects. Colonel Oppenheim emphasized that capital renewal is important to an institution with buildings of an average age of 40 years. Considerable discussion of the FY 1987 military construction program followed (33 million dollars). A status was provided to the BOV (Enclosure 4).

b. Academic Modernization Plan. Major John Robertson, Assistant Dean for Resource Management, briefed the BOV on the Academy's Academic Modernization Plan; a plan to incorporate old Ladycliff College (now New South Post) into the Academy's master plan to provide space for academic modernization and expansion. The BOV had been briefed on this plan in 1983 and has supported the plan in its Reports of 1983, 1984 and 1985. Functions not related to cadet instruction will be moved from the central post area to New South Post thereby providing the space for academic modernization and expansion. Major Robertson briefed the Board on the background of academic modernization including the Academy's analysis of various alternatives. This analysis showed that acquisition and renovation of Ladycliff College provided the needed space at a potential \$20 million savings over construction in the central post area. Major Robertson explained the phasing of the academic modernization plan: Phase IA ongoing in FY 86, Phase IB and II in FY 87, Phase III in FY 88 and Phase IV in FY 89. Finally, Major Robertson illustrated how the Academic Modernization Plan, and the Academy's Five Year Plan Military Construction Plan are integrated into the Academy's Five Year Plan and annual budget submissions to Department of the Army. Congressman Carney stated his view that USMA enjoys broad based support in the Congress and suggested that (Congressional) BOV members be kept informed of Academy needs. The board adjourned at approximately 3:00 p.m. to take a bus tour of the Academy in order to view a number of the sites and facilities mentioned in briefings during the day. The Board subsequently dined on board the Superintendent's Ferry Boat and continued informal discussions with the USMA staff and faculty.

5. RECEPTION OF NEW CADETS. On Tuesday, July 1, 1986, the BOV assembled at 9:10 a.m. in the Academy's indoor sports complex in the vicinity of Howze Field to view reception day (R Day) activities for new cadets and parents. Members participating in this activity included Mr. Slease, Mr. Mounger, General Price, Mr. Grebe, Ms. Caldera, Mr. Bayer, Mr. Hillis and Mr. Carney.

At the sports complex the Board received an orientation and observed the welcome briefing for new cadets and their parents. The BOV then moved by bus to the Cadet Gym to observe further in-processing. After the gym, the BOV visited the cadet barber shop, several issue points and observed new cadets receiving their first drill instruction. Next the Board was briefed by the cadet staff of the Cadet Basic Training (CBT) Regiment. Following this briefing, BOV members were escorted through the barracks housing the New Cadets. After this tour, members ate lunch in the Cadet Mess at tables hosted by officer cadre of the CBT Regiment. Following lunch, the Board returned to the Dean's Conference Room, Building 600.

6. BOARD DISCUSSIONS (Cont'd). The BOV reconvened in the Dean's Conference Room, Building 600, at 2:30 p.m. on July 1, 1986. Members present were Mr. Slease, Mr. Mounger, Mr. Grebe, Ms. Caldera, Mr. Bayer, Mr. Hillis and Mr. Carney. The Executive Secretary was present. Other persons present during this session included Mr. Hamilton, General Scott, General Flint, Mr. Carl Ullrich (Director of Intercollegiate Athletics), Lieutenant Colonel Arthur Mulligan (Associate Director of Admissions), Major Richard Wallace (Director of Institutional Research), Dr. Richard Butler (Chief of Research Branch, Institutional Research) and several members of the Public Affairs Office and the press.

a. All Star Service Academy Football Bowl. At the organizational meeting of the BOV in May 1986, Senator Carl Levin asked that the Board discuss and support his proposal for a bowl game pitting football all stars from the three Service Academies against another college team. The Chairman, Mr. Slease, invited Mr. Ullrich to discuss this proposal with the Board. Mr. Ullrich began by stating his support for the objective of this proposal: to demonstrate unity among the services. Mr. Ullrich reviewed the correspondence to date between the Academy and Senator Levin on this topic. Mr. Ullrich outlined recent efforts of the USMA to support the other Academies when their athletic teams are playing near West Point (Navy basketball in the Meadowlands, Air Force Lacrosse at Syracuse). Mr. Ullrich next pointed out that post season competitions are controlled by the NCAA, not the various universities. Mr. Ullrich also expressed concern about the competitive effort available in an all star team. He did, however, indicate some support for the concept whereby a sponsor of an authorized bowl game would modify the format to include Service Academy all stars versus other college all stars. Considerable discussion followed during which there was no apparent enthusiasm on the part of BOV members for this proposal.

b. Attrition. Mr. Slease introduced Major Wallace and asked him to provide the Board an update on cadet attrition. Major Wallace reviewed cadet attrition statistics for the classes of 1985 through 1989. These statistics show a 30% attrition for the graduated classes of 1985 and 1986, a projection of 27-28% for the class of 1987 and a comparable projection for 1988 and 1989. Major Wallace noted that USMA has achieved the DA goal of lowering attrition to 30% or below. Next Major Wallace compared USMA attrition to rates at other colleges showing that only "highly selective

four year private" colleges graduate a higher percentage of entering freshmen. Major Wallace showed a comparison of USMA with the Naval and Air Force Academies. These statistics placed USMA attrition (30%) between Air Force (35%) and Navy (20%) for the Classes of 1986. Major Wallace identified five possible reasons for improved retention at USMA: an emphasis on positive leadership, concern and counselling of troubled cadets, academic program changes such as summer school and late graduations, renewed pride in the military and the influence of the last two Academy Superintendents. Congressman Carney asked why the Naval Academy was able to achieve a lower attrition rate than the other Academies. Major Wallace responded: the application of a "relevancy test" to activities of the midshipmen (does it relate to the Navy?), the environment (Annapolis), the tradition of a more informal atmosphere, and the homogeneous character of the student body (80% in engineering studies). Considerable discussion followed concerning the various factors impacting attrition. Mr. Slease noted that improved retention over the past few years has resulted in the smallest incoming class this year in many years. General Scott observed that many of the factors mentioned by Major Wallace are very subjective and subject to interpretation; he indicated that some attrition at West Point is not only inevitable, but necessary. Following this discussion, Major Wallace presented graduate (officer) retention. Resignation rates of West Point graduates after six years service are on a downward trend. Discussion followed, highlighting the impact of improved quality of life in the military and improved quality of soldiers on the retention of officers. Finally, Major Wallace presented an update of the ongoing cadet attrition study - the recent project of obtaining mail-back survey data from ex-cadet resignees after at least six months out of the Academy. This data allows researchers to correlate the reasons given, at the time, for leaving the Academy with reasons expressed after settling into a new non-Military Academy environment. Ex-cadet suggestions for improvement of the West Point experience were catalogued by response frequency and presented to the Board; discussion followed. There was some mention of a "stop-out" program; General Scott responded that USMA has no formal stop-out program (as does the Air Force Academy). Major Wallace concluded by discussing a new program of identifying "high risk attrition" new cadets prior to the third week of cadet basic training. This program will permit the cadre to be sensitive to particular attrition-prone cadets and initiate intervention counselling more quickly. There were no further questions and this portion of the agenda was concluded.

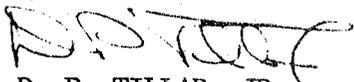
c. Long Range Planning (Cont'd). Noting some time remaining in the schedule, Mr. Slease asked for comments as to how the BOV could be helpful to the Academy in this area. Colonel Tillar responded that it would be helpful to (1) receive constructive criticism on the planning process, the assumptions or the Army guidance, and (2) receive support from the Board for the application of resources for planning more than seven years into the future. Mr. Bayer commented on the need to formulate an accurate notion of the future and how an outside body might help in this endeavor. Ms. Caldera expressed her concern about the impact of balanced budget actions on the

future of the Academy and about identification of priorities by the Academy. Mr. Hillis noted the need for continuity in input to the Academy from the BOV. Mr. Carney indicated that Congressional BOV members are in a unique position to assist the Academy in obtaining resources for approved programs if kept informed. Mr. Hillis expressed his concern as to whether future budgets will be sufficient to permit plans of the Academy to be accomplished. Mr. Grebe suggested that the BOV members should be able to provide constructive criticism to the Academy. Mr. Mounger agreed. Mr. Slease concluded by commenting on the heightened level of Board preparation for the past two years' meetings and urged members to study the material provided and return in December prepared to provide comments to the Academy.

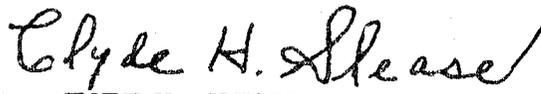
7. OATH CEREMONY. Board members assembled in the reviewing stand at 5:30 p.m. on July 1st to observe the new cadets, admitted into the Academy that morning, receive their oath of office and march in review for parents, friends and staff and faculty of the Academy. Following this ceremony, members took refreshments with General and Mrs. Scott in Quarters 100. After refreshments, the BOV dined with members of the Commandant's Office in the West Point Officers' Club.

8. CADET FIELD TRAINING. On Wednesday, July 2, 1986, Board members assembled at Camp Buckner on the West Point reservation to observe portions of field training being conducted by the new yearling (sophomore) class. Present were Mr. Slease, Mr. Mounger, Mr. Grebe, Ms. Caldera, Mr. Carney and Mr. Hamilton with Colonel Tillar. Members observed cadets firing light anti-tank weapons and rifles. Members visited the signal training site and had lunch with cadets in Okinawa Hall at Camp Buckner.

9. ADJOURNMENT. The summer meeting was concluded after lunch, at approximately 1:30 p.m., on July 2, 1986. During this two and a half day meeting, nine members attended and quorum was maintained until the final morning visit to field training.



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



CLYDE H. SLEASE  
Chairman  
1986 Board of Visitors

Enclosures

AGENDA  
BOV SUMMER MEETING  
JUNE 29-JULY 2, 1986  
WEST POINT, NY

Sunday, June 29

6:30 p.m.-7:45 p.m. Dinner (Hotel Thayer)  
8:00 p.m.-9:00 p.m. Board Discussions (Hotel Thayer)  
●Impact Aid/Section VI

Monday, June 30

\*9:00 a.m.-12:00 noon Board Discussions (Dean's Conference Room)  
●Long Range Planning (Planning, Programming,  
Budgeting)

12:30 p.m. Lunch on Patio, NCO Club

\*1:30 p.m.-4:30 p.m. Board Discussions  
●Long Range Planning (Academic Modernization,  
Installation Master Plan)

\*5:30 p.m.-9:00 p.m. Dinner on Ferry Boat

Tuesday, July 1

9:00 a.m.-2:30 p.m. Observe Reception of New Cadets

12:30 p.m. Lunch - Cadet Mess

\*2:30 p.m.-4:00 p.m. Board Discussions (Dean's Conference Room)  
●Attrition  
●Project Proteus  
●All Star Service Academy Football Bowl

5:30 p.m.-6:15 p.m. Observe Oath Ceremony (The Plain)

6:15 p.m.-7:15 p.m. Refreshments at Quarters 100

7:15 p.m.-9:00 p.m. Dinner at Officers' Club

Wednesday, July 2

9:00 a.m. Depart Hotel Thayer for Camp Buckner

9:30 a.m.-12:15 p.m. Observe Cadet Field Training

12:30 p.m.-1:15 p.m. Lunch at Camp Buckner

1:30 p.m. Depart

\* Superintendent's attendance anticipated

July 7, 1986

Dr. David C. Hardwick  
Superintendent  
Highland Falls-Fort Montgomery  
Central School District  
P.O. Box 287  
Highland Falls, New York 10928

Dear Dr. Hardwick:

Your letter to me concerning the current situation vis-a-vis federal payments under Section VI PL 81-874 was delivered upon my arrival Sunday, June 29th, at West Point and was presented to the Board of Visitors that same evening during our initial Board session. Additionally, Colonel Mike Gilmartin, with Colonel Jim Golden in attendance, addressed the Board at that session and provided both the background and a current update on the situation. The Board's understanding at this point is that you will receive final payment for school year 85-86 after submission of a final report, due not later than September 30, 1986. Further, the Board understands that a similar arrangement for school year 86-87 will be forthcoming shortly.

It is my pleasure, therefore, to advise you, and the Highland Falls-Fort Montgomery Central School District, that at the meeting of the Board of Visitors of the U.S. Military Academy held June 29, 1986 the matter of Section VI contractual arrangement between the federal government and the school district was thoroughly discussed and the Board of Visitors was unanimous in its support for this arrangement to ensure the continuing payment of educational expenses for those students residing at West Point.

Sincerely,

**SIGNED BY**

Clyde H. Slease  
Chairman  
1986 Board of Visitors

cf: Mr. Milton M. Hamilton  
Administrative Assistant  
to the Secretary of the Army

CALENDAR OF PROGRAMING FUNCTIONS  
DRM, USMA

JUN - REVIEW OF MAY PBG

JUL - INPUT TO USMA 5-YR PLAN - RESOURCE CHAPTER

AUG - INPUT TO THE ARMY PLAN (TAP)

JUL-NOV - DETERMINATION OF

- RESOURCE LEVELS FOR MAJOR ACTIVITY DIRECTORATES (MADs)
- MADs' UNFINANCED REQUIREMENTS

PREPARATION OF MDEPS

DEC - FINALIZATION OF PARR

PRINTING & FORWARDING TO HQDA

JAN-FEB - BRIEFINGS BEFORE FUNCTIONAL PANELS, HQDA

MAR-MAY - RESPONSES TO HQDA REGARDING  
REQUESTS AND FUNDING

JUN-AUG - RESPONSES TO HQDA FOR OSD REGARDING  
REQUESTS AND FUNDING

ONGOING - INTERFACE WITH HQDA POINTS OF CONTACT

Enclosure 13



DEPARTMENT OF THE ARMY  
UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK 10996

MAEN

2 July 1986

SUBJECT: United States Military Academy FY-87 MILCON

The following is the status of authorization and appropriation on the Military Academy's FY-87 Military Construction Army Program as of 30 June 1986. Table follows:

PN /	PROJECT	ARMY REQUEST	HASC	SASC	HAC	SAC
219	Academic Modn PH 1B (New South Post)	\$15.5M	\$14.5M	\$15.5M	Deleted	Pending
237	Academic Modn PH II (Central Area)	13.0M	10.0M	13.0M	\$10.0M	Pending
187	General Inst Building (Washington Hall)	7.4M	7.3M*	7.3M*	7.3M	Pending

\*Authorized in FY-86 Bill

Enclosure 4

SUMMARIZED MINUTES  
1986 USMA BOARD OF VISITORS (BOV)  
ANNUAL MEETING  
December 3-5, 1986  
West Point, New York 10996

1. CONVENING OF THE BOARD. The Executive Secretary of the Board opened the meeting by noting, for the record, those members of the Board present: Mr. Slease (Chairman), Mr. Mounger, General Price, Mr. Grebe, Ms. Caldera, Mr. Bayer, Congressman Hillis and Congressman Carney. The Superintendent of the Military Academy, Lieutenant General Dave R. Palmer, was also present, as were other members of the staff and faculty, Major Joe Austin from the Office of the Army Legislative Liaison, and representatives of local print media. Colonel Tillar, Executive Secretary, announced that quorum was present. Colonel Tillar next presented the agenda (Enclosure 1) for approval. The agenda, with minor corrections, was accepted without objection. The Chairman, Mr. Slease, then convened the Annual Meeting of the 1986 BOV at approximately 9:15 a.m. on December 3, 1986 in the Superintendent's Conference Room, Building 600, West Point, New York. Mr. Slease noted the attendance of all six Presidential Appointees to the Board and two members from Congress. He remarked that the agenda was very full and requested that members planning to depart before Friday inform either the Chair or the Executive Secretary. He asked General Palmer if he had any opening comments. General Palmer responded with a welcome and comments on the atmosphere (pre-Army/Navy football game) at West Point.

2. BOARD DISCUSSIONS.

a. Cadet Pay. During the summer meeting the topic of cadet pay was raised by members of the Board. The Chair asked that an information paper be provided to BOV members (it was) and that this topic be discussed at the annual meeting. The Executive Secretary introduced Lieutenant Colonel John Throckmorton, Treasurer USMA, who reviewed the history of cadet pay since it was de-coupled from Second Lieutenant's pay (Enclosure 2) and provided a status report on cadet expenditures and indebtedness. Significantly, figures presented showed that, although the cadet initial deposit has recently been increased from \$500 to \$1,000, time in debt to the government for the Class of 1990 has increased from 12 to 23 months. This indebtedness decreases the monthly disposable income for each cadet and decreases the amount accumulated over four years which is intended to "tide over" the new officer from graduation until receipt of his/her first Lieutenant's pay check. Following Colonel Throckmorton's presentation, members of the Board asked clarifying questions and offered varied opinions as to the appropriate pay level for cadets. Members of the Board appeared to be divided on the question of whether or not a pay raise was indicated. Congressman Carney was skeptical; General Price favored raising cadet pay to that of an Army recruit. Some discussion centered on alternative ways for new cadets to acquire the \$1,000 initial deposit. Two alternatives appeared feasible: a student loan through normal banking institutions or an institutional loan (from USMA or the Army) to be repaid after graduation.

APPENDIX 4

b. Staff Judge Advocate Activities. At the summer meeting, the Chair asked that the Board be informed of activities of the office of the Academy's Staff Judge Advocate (SJA). The Executive Secretary introduced Colonel William Greene, USMA SJA, who outlined his staff organization and explained the functions of his office. Basically, he explained, his office provides total legal service to the West Point community to include the Superintendent, other major activity directors, retirees, and civilian employees. Colonel Greene discussed the origin of his staff organization which was established in 1977 when legal service was separated from the academic Department of Law at the Academy. Following Colonel Greene's presentation, members of the Board had the opportunity to ask questions.

c. Superintendent's Honor Review Committee Report. Following a break, Colonel Tillar introduced this next topic for discussion. He reminded members that copies of this report had been given to them at the Summer Meeting and were to be returned at this meeting. Colonel Tillar further reminded members of the Board that the report is "For Official Use Only" and asked that they not quote directly from the report during this (open) Board session. Colonel Tillar next outlined the recent history of Honor Review Committees (since 1977) and reviewed their purpose and charter. The 1984-1986 Superintendent's Honor Review Committee (SHRC) Report, previously provided, formed the basis for the following discussion. Present to respond to questions were: Colonel Bill Greene, SJA; Colonel Jim Ramsden, Chairman of the 1984-1986 SHRC; Colonel Sam Thompson, Chairman of the 1986-1988 SHRC; Captain Greg Stone, Special Assistant to the Commandant for Honor Matters; Mr. Ron Salvatore, Office of the SJA; and Dr. (Ph.D) Bob Priest, Office of Institutional Research. Following the introduction of persons present, Colonel Tillar opened the floor for questions and discussion. Mr. Mounger began by asking how we interpret responses to questionnaires; whether it is possible to determine whether the respondent is answering to a philosophical situation or to an actual situation involving personal dishonor. Dr. Priest responded by saying that honor questionnaires are issued in several variations and answers compared to detect such differences. General Price asked if there was any evidence of prejudice in the responses. Dr. Priest answered by saying the questionnaires are returned anonymously and do not contain questions on attitudes based on race, sex, etc.; no evidence of prejudicial responses. Mr. Carney asked about honor cases set aside or overturned by the Superintendent after a "guilty" finding by the Cadet Board. Colonel Greene responded by clarifying the Superintendent's responsibility. The authority of the Superintendent to punish a cadet found to have violated the Cadet Honor Code by other than separation was explained. Mr. Carney asked for further explanation (not during this session) of the accused cadet's right to counsel and the number of honor cases overturned. (This was provided at a meeting between Mr. Carney and the SJA the following afternoon.) Mr. Grebe asked how rationale of the Superintendent to overturn or not separate a found cadet is conveyed to the

Corps of Cadets. Captain Stone replied that the cadet honor committee is informed by the Superintendent and the honor committee (two representatives per cadet company) informs the Corps. Mr. Mounger next expressed his concern that the honor system has, over time, expanded into areas previously covered by regulations and to situations removed from West Point. General Palmer responded by affirming similar concerns and telling Board members about an initiative he is undertaking with the Cadet Honor Committee to address these concerns. Mr. Mounger commended the Superintendent for his initiative. Captain Stone amplified remarks by the Superintendent and indicated that the Cadet Honor Committee had formed four groups to consider issues identified by the Superintendent. Mr. Slease asked if someone had compared the Codes of the three Service Academies and to which code exchange cadets were bound? Colonel Tillar and Captain Stone responded by indicating that exchange cadets are bound by the host Academy's code and system but, if accused of a violation, the cadet/midshipman would be heard at the "home" Academy. Based on comments by Colonel Thompson, general comments were offered by Board members on the proposition that cadets should be permitted some latitude in "getting over on the system." Led by Colonel Ramsden, general discussion of the differences between the Academies' honor codes and systems followed.

At this point, Mr. Carney asked "what is our (BOV) role in the honor code?" Colonel Tillar and General Palmer answered by clarifying that the Academy is responding to questions raised by the SHRC Report, but that the BOV had no obligation, at this point, to provide comments, suggestions, etc., for changes to the Code and System. Mr. Mounger observed that he was probably responsible for the Superintendent's offer of the Report to the Board at the summer meeting. Mr. Mounger asked if cadets still report themselves under the disciplinary system for "unintentional violations of honor." Captain Stone responded affirmatively; he then elaborated on recently adopted procedures to handle self-admitted violations of the code. In response to Mr. Slease, Captain Stone outlined the recent "National Honor Conference" held at West Point, hosted by the Cadet Honor Committee, involving student representatives from the Naval Academy, Air Force Academy, Coast Guard Academy, Texas A & M, Virginia Military Institute, Citadel, Norwich University, University of Virginia and Princeton University. At approximately 12:10 p.m. the Board recessed for lunch.

3. LUNCH. For lunch, Board members (and spouses) were escorted to tables in the Cadet Mess by cadets from their individual locales and states.

4. BOARD DISCUSSION (Long Range Planning). After lunch, the BOV reconvened in the Thayer Award Room, Building 600, West Point at approximately 1:30 p.m. All six Presidential Appointees and two members of Congress, present at the morning session, were again present. The Board members were joined at this session by Mr. Milton Hamilton, Administrative Assistant to the Secretary of the Army; General Palmer; Colonel Counts and Lieutenant Colonel Knowles from the Superintendent's staff, Colonel (Retired) Roger Nye; Dr. Larry Van Winkle, the USMA plans officer; Major Austin; and media

representatives. Colonel Tillar introduced this session by recalling that the Board selected long range planning as its major topic for the year. Colonel Tillar next recounted the extensive briefings on this topic given the Board at the summer meeting. General Palmer, upon his arrival at West Point, asked the BOV Chairman to expand this topic by including discussion at this annual meeting on the purpose of the Military Academy and a word description of what the Academy must be in the year 2002 A.D. The Chair agreed and members of the Board were informed prior to this meeting of the expanded topic. Colonel Tillar next summarized the process initiated by General Palmer into which this BOV discussion will be fed. Other persons involved in this process of defining the future of West Point include the Association of Graduates, the Academic Board, Department of the Army and all living former Superintendents of USMA.

To set the stage for BOV discussion, Colonel Tillar explained that three persons would next address the Board; LTC Kaufman to discuss the Army of the future, Colonel Tillar to discuss the Army officer of the future, and General Palmer to discuss his concept of the process and product of West Point. The Executive Secretary, with approval of the Chair, introduced Lieutenant Colonel Dan Kaufman, a permanent associate professor of social sciences at West Point who holds advanced degrees from both Harvard and MIT, has served on the National Security Council staff, and is presently conducting research on the nature of land battle in the future. Colonel Kaufman outlined the environment, internal, domestic, and operational, of the Army of 2002. He next summarized implications of these environments in terms of force structure and characteristics and concluded by highlighting differences and similarities between the Army today and in the future. He identified such differences as more reliance on technology, improved ability to see and attack deep targets, more lethal weapon systems, robotics, information processing systems at all levels of command, and breakdown of "traditional" operational modes. Similarities identified included size of the Army, joint and combined operations, relative strength versus potential enemies, need to integrate forces and systems, and reliance on the soldier for success on the battlefield. Colonel Tillar followed by outlining the qualities needed in leaders of the Army of 2002. Using the Professional Development of Officers Study (PDOS), February 1985, the following qualities were identified and discussed: patriot, warrior, leader-mentor, action oriented, broadly educated, technically competent, and professional. These qualities must be present in Army leaders, not only in time of war but, also, in times of peace. The process set in motion by General Palmer assumes the most demanding circumstance, that the Academy must prepare officer-leaders for war. General Palmer elaborated on this point, explaining that this assumption does not demean officer preparation for peace, for deterrence, or for other roles in national security, but rather presents the most taxing challenge to the Academy. Next, General Palmer explained in detail the process, noting that the outcome will provide future direction ("a firm fix") for the Academy. General Palmer exposed the Board

to several graphical portrayals of the process of West Point, suggesting three major development programs (academic, military and physical) each integrated into leadership development, drawing strength from the motto: Duty, Honor, Country, and accomplished in the "West Point environment" of a social, ethical and disciplined setting. Following this stage-setting session, the Chairman asked for comments from members of the Board. Mr. Carney commented that the foundations for planning seem to be present (in these briefings) and the roll of the Academy defined. Mr. Carney further commented that he wished other members of Congress could receive Colonel Kaufman's briefing. Mr. Hillis was next asked to comment. He responded by affirming support for General Palmer's initiative, but suggested that the graduate must, in addition to being prepared for war, be broadly educated and prepared for a variety of peacetime assignments. Mr. Slease next called on Ms. Caldera. She commented on her impression that General Palmer represents the type of individual the Academy must produce, one who can think, one who can feel, and one who has the right instincts. Next, Mr. Bayer affirmed the need for planning at the Academy, suggesting that the future holds a fair portion of risk for the Military Academy. He postulated that, in the future, there will be reluctance to deploy a high-cost Army and, further, that the most expensive officer production source (USMA) could be in jeopardy unless it differentiates (better) its product. Mr. Bayer went on to suggest that Army guidance to West Point ("Needs of the Army" chapter of the Five Year Plan) contains language which does not differentiate between the various commissioning sources - West Point should be asked to produce the best, the highest, the example. Next, Brigadier General Price suggested that what the Board and Academy are discussing is "leader education and development," that all the Military Academy can do is to "prepare them (the graduates) to serve," how well they serve is another issue, dependent on a number of circumstances. Mr. Grebe followed by saying that he views, in this case, the product (the plan produced) to be as important as the (planning) process. He indicated his view that the Academy's role is more than turning out Second Lieutenants, and that the Academy ought not turn out "technocrats" or specialists. Further, he stated, the Academy program should not be driven by admissions and should expect to become less like the other service academies. Mr. Grebe supported the concept of focusing on producing a combat leader. Mr. Mounger spoke next. He emphasized the unchanging nature of the principles of war and of human nature. He suggested that the Academy's purpose is to produce "leaders of people" regardless of the level of technology or type of war. Following a short break, Board members asked questions of Academy personnel. Mr. Slease asked Colonel Kaufman from where he thought the leaders of the Army of 2002 should come? Colonel Kaufman responded by endorsing input from the Academy, ROTC and the Officer Candidate School. Colonel Kaufman distinguished the Academy graduates as providing a "sense for the profession" to Army leadership, as being capable for growth in serving their country, and as being good managers. Mr. Slease asked about the current academic mix at West Point (about 50/50 math-science vs. humanities in the core curriculum). Colonel Kaufman supported this broad based education for

Academy graduates. Mr. Slease asked General Palmer if the Corps of Cadets was being presented a view of the future. General Palmer responded negatively in the terms we (the Board and the Academy) are presently discussing. General Palmer suggested that this "view" is still under consideration and not ready for such presentation. General discussion followed about how much information on the future is presented to cadets and junior officers. Mr. Carney asked if there was a post graduate role for West Point. Colonel Tillar responded by suggesting that this idea has never received much support; it appears more effective to use civilian universities than to create an "Army Post Graduate School." General Price asked if "negotiation" is a part of the curriculum today or planned for the future? General Palmer responded that our imperative is a broad based education, to include understanding human beings. Ms. Caldera spoke to ask if future plans for the Academy consider the eventual decline in national support for the military? General Palmer agreed that Academy plans should anticipate the sine wave nature of such support. Mr. Bayer suggested that the Academy not be too constrained in its look to the future: "good ideas come from odd sorts," that it should stick to broad basics and differentiate the product. Colonel Tillar responded by identifying several characteristics which differentiate the Academy graduates from other commissioning sources; an active Army combat arms orientation, a four-year immersion, quality control, and Army control of the curriculum. Discussion then turned to the purpose of the Academy. General Palmer asked the Board "what do you see as the purpose of the Academy?" Mr. Carney offered: "the purpose, simply stated, is to provide the Army with the talent for the Army to carry out its purpose." General Palmer offered a personal view that "our purpose is to produce leaders for the Army against that day we go to war." Mr. Carney accepted the focus of this statement on war but added that he hoped for prevention of war through preparation. Discussion of deterrence followed. Mr. Bayer reacted to General Palmer's statement with a question as to how the Chief of ROTC might define his product? General Palmer responded that it would be viewed very much the same; nevertheless, this purpose statement does drive much of what West Point does. The Chair concluded this session by stating it had been one of the most stimulating meetings of the Board that he had attended in five years. The Board adjourned this session at approximately 4:00 p.m.

5. DINNER. Members of the Board of Visitors were guests of the Dean of the Academic Board and the tenured faculty of West Point at a Dining-In in the West Point Officers' Club. Following this dinner, BOV members and their spouses attended the Army/Navy football game rally on the Plain.

6. REPORT PREPARATION. The Board reconvened on December 4 in Grant Hall, West Point, at approximately 9:00 a.m. Members present included Mr. Slease, Mr. Mounger, General Price, Mr. Grebe, Ms. Caldera, Mr. Carney and Mr. Hillis. The Executive Secretary, the Superintendent, Lieutenant Colonel Throckmorton, and Mr. Salvatore from the SJA office were also present during this working session. Questions remaining from the previous day

concerning cadet pay were asked and responses provided. Further amplification of the purpose of West Point was provided by the Superintendent and discussed by the Board. The Chairman identified three topics for inclusion as specific conclusions and recommendations in the annual report and tasked members of the Board to draft these items for consideration. Members then worked together or individually developing these draft conclusions and recommendations. This working session adjourned at approximately 11:45 a.m.

7. LUNCH. Members of the Board joined the USMA staff and faculty at the pre-Army/Navy game quarterback luncheon held in the Officers' Club.

8. VISIT CLASSES. Following lunch, BOV members attended cadet classes escorted by a faculty member.

9. DINNER. At 5:30 p.m. the Board assembled with selected USMA staff and faculty for dinner at the Hotel Thayer. The before dinner program consisted of a narrative by the Dean on the history of West Point. The Dean's narrative was highlighted with presentations by General Palmer, author of *The River and the Rock*, and Colonel (Retired) Roger Nye, who is presently writing a contemporary history of West Point. Following dinner, members were afforded the opportunity to attend the Army vs. Citadel basketball game at the new winter sports complex.

10. CONCLUSIONS OF THE ANNUAL MEETING.

a. Report Preparation. On Friday, December 5, 1986 the Board of Visitors assembled in Grant Hall, West Point, at 9:10 a.m. After a brief photo session, the Board addressed its annual report. Present for this session were Mr. Slease, Mr. Mounger, Mr. Grebe, Ms. Caldera, Mr. Bayer, Mr. Hillis, Mr. Carney and the Executive Secretary. Quorum was present. Also present during this session were Mr. Hamilton, the Superintendent and the Dean. Colonel Tillar reviewed the format and content of the annual report. Following this review, the Board considered each section of the draft report previously prepared by the Executive Secretary, the Chairman and other BOV members. Each section was accepted, with or without modification by the Board. Sub-paragraphs of paragraph 8 of the report were considered individually and each approved, after modification, by unanimous voice vote of the Board.

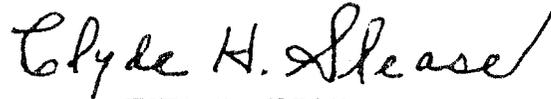
b. Signing the Report. After approval of the Report of the 1986 Board of Visitors by unanimous vote of quorum, members present signed the Report.

c. Concluding Remarks. Mr. Carney noted the attendance of the Superintendent and Dean at most of the BOV sessions and expressed his pleasure at such participation. General Palmer expressed his appreciation for efforts of the Board and for their discussions on the future of West Point. Mr. Hillis responded by noting that serving on the BOV was as

enjoyable as any experience he had in sixteen years in the Congress. Mr. Slease echoed comments of Mr. Carney in thanking General Palmer for his participation during Board sessions and expressed hope that Board discussions had, in fact, been helpful to the Academy. Mr. Slease next thanked General Price, Mr. Mounger, Mr. Hillis, Mr. Carney, whose terms are concluding, for their service to the Board. Mr. Slease also thanked Major Janet Drummond for her patience and efficiency in attending to BOV members needs and arrangements. Mr. Slease adjourned the 1986 Board of Visitors annual meeting at 11:30 a.m. on Friday, December 5, 1986.



D. P. TILLAR, JR.  
Colonel, Field Artillery  
Executive Secretary  
USMA Board of Visitors



CLYDE H. SLEASE  
Chairman  
1986 Board of Visitors

Enclosures

BOV AGENDA  
December 2-5, 1986

Tuesday, December 2

p.m. Arrival, Hotel Thayer, no formal Board activities

Wednesday, December 3

\*9:00 a.m.-12:15 p.m. Board Discussions (Superintendent's Conference Room)  
●Cadet Pay (30 minutes)  
●SJA Activities (30 minutes)  
●SHRC Report

12:20 p.m.-1:00 p.m. Lunch (Cadet Mess)

\*1:30 a.m.-4:30 p.m. Board Discussions (Thayer Award Room)  
●Long Range Planning (The Academy of 2002)

\*5:00 p.m.-7:20 p.m. Tenured Faculty Dining-In (West Point Officers' Club,  
Formal)

\*7:30 p.m. Attend Army/Navy Rally  
(Qtrs 105A following)

Thursday, December 4

9:00 a.m.-11:45 a.m. Report Preparation (Grant Hall)

12:00 noon-1:00 p.m. Quarterback Luncheon (West Point Officers' Club)

1:10 p.m.-3:30 p.m. Visit classes with cadets

\*5:30 p.m.-7:30 p.m. Cocktails & Dinner (Hotel Thayer)  
●Histories of West Point (Generals Palmer and  
Flint, Colonel Nye)

7:30 p.m. Depart for Army vs Citadel Basketball Game at  
Sports Complex

Friday, December 5

\*9:00 a.m.-12:00 noon Conclude Report Preparation (Grant Hall)

12:15 p.m.-1:30 p.m. Lunch (Hotel Thayer)

1:45 p.m. Depart

\*Superintendent's Attendance Planned

Enclosure 1

CADET PAY

<u>DATE</u>	<u>AMOUNT (PER MONTH)</u>
1 Oct 1977	\$345.00
1 Oct 1978	\$351.00
1 Oct 1979	\$375.60
1 Oct 1980	\$419.40
1 Oct 1981	\$461.40
1 Oct 1982	\$480.00

Enclosure 2



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

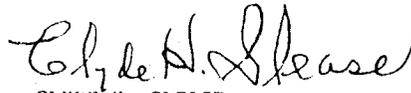
May 16, 1986

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 1986 United States Military Academy Board of Visitors.

MR. CLYDE H. SLEASE, Chairman  
REPRESENTATIVE HAMILTON FISH, JR., Vice Chairman  
MR. WILLIAM D. MOUNGER, Member  
BG GEORGE B. PRICE, Member  
SENATOR CARL LEVIN, Member  
REPRESENTATIVE ELWOOD HILLIS, Member  
REPRESENTATIVE WILLIAM CARNEY, 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.

  
CLYDE H. SLEASE  
Chairman  
1986 USMA Board of Visitors

APPENDIX 5

MATERIALS FURNISHED TO THE BOARD OF VISITORS

1985 BOV Report  
Board of Visitors Rules  
1986 BOV Member Roster  
Minutes of Organizational Meeting, May 16, 1986  
Final Report on Working Paper prepared by LTG (Retired) Garrison H. Davidson  
Minutes of Summer Meeting, June 29-July 2, 1986  
Report of Superintendent's Honor Review Committee  
Information Paper on Cadet Pay  
Army Times, 30 June 1986 article "Researchers Track Careers of Young  
Officers"  
Monographs 1985-1986 "In the Lead"  
Admissions Recruiting Literature  
Biography - LTG Dave R. Palmer, Superintendent USMA  
USMA Catalog 1985-1986

