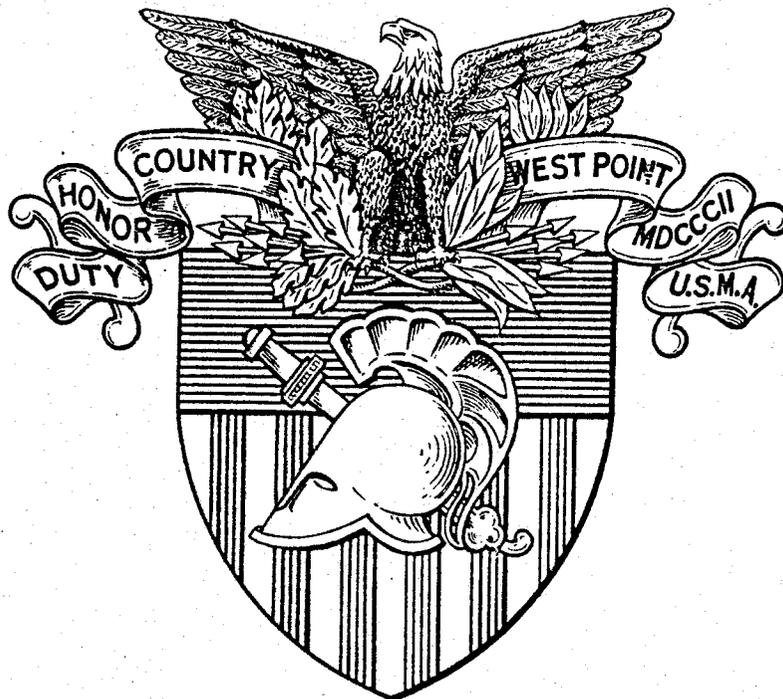


ANNUAL REPORT

THE BOARD OF VISITORS



United States Military Academy
West Point, New York

December 31, 1991

An Extract of the United States Code

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 view 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.

**REPORT OF THE 1991 BOARD OF VISITORS
OF THE
UNITED STATES MILITARY ACADEMY**

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ANNUAL REPORT OF THE BOARD OF VISITORS
OF THE
UNITED STATES MILITARY ACADEMY
West Point, New York, 31 December 1991

THE PRESIDENT OF THE UNITED STATES

Mr. President:

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

Conrad Burns, Montana
Alfonse M. D'Amato, New York
Harry M. Reid, Nevada
Richard C. Shelby, Alabama

Representatives

Greg Laughlin, Texas
Hamilton Fish, Jr., New York
W.G. Hefner, North Carolina
George Darden, Georgia
Bill Lowery, California

Presidential Appointees

Mr. Edwin Meese III, Distinguished Fellow, Heritage Foundation; Washington, D.C.

(Appointed in 1989 to serve through 1991)

Mr. Rhett B. Dawson, Senior Vice President, Law & Public Policy, Potomac Electric Power Company, Washington, D.C.

(Appointed in 1989 to serve through 1991)

Mrs. Sally McKenzie, 4517 Beverly Drive, Dallas, Texas

(Appointed in 1990 to serve through 1992)

Mr. John H. Lindsey, Lindsey Insurance Company,
Houston, Texas
(Appointed in 1990 to serve through 1992)

Mr. Hector M. Hyacinthe, Packard Frank Business and Corporate Interiors,
Inc., Ardsley, New York
(Appointed in 1991 to serve through 1993)

Mr. John G. Rowland, Senior Consultant, R.C. Knox and Company, Inc.,
Hartford, Connecticut
(Appointed in 1991 to serve through 1993)

3. EXECUTIVE SECRETARY. Lieutenant Colonel Stephen R. Furr, Executive Officer/Secretary of the General Staff, USMA, served as the Executive Secretary to the Board from 1 January through 31 December 1991.

4. 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.

5. PROCEDURES. Under the provisions of the 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.

6. CONVENING OF THE BOARD

a. Role of the Board in 1991. The 1991 Board of Visitors held three meetings during the year. The first, an organizational meeting, was held in Washington, DC on 11 April 1991. A meeting was held at West Point, 12-14 September 1991. The required annual meeting of the Board was held at West Point, 1-3 November 1991.

b. 11 April 1991, Washington, DC. The organizational meeting of the 1991 Board was held in the Russell Senate Office Building and was attended by four Presidential appointees, four members from the House of Representatives and one member from the Senate. Quorum (6 members including one from Congress) was achieved. Representative Greg Laughlin was elected Chairman and Mrs. Sally McKenzie, Vice Chairman. Representative Laughlin appointed members of the Executive Committee in addition to the Chairman and Vice Chairman: Representative Fish, Representative Lowery and Representative

Darden, Mr. Meese and Mr. Lindsey. The Board selected meeting dates for two more meetings during the year. Summarized minutes for this meeting are at Appendix II.

c. 12-14 September 1991, West Point, NY. The September meeting held at West Point was attended by four Presidential appointees and two members of the House of Representatives. A quorum was achieved. At this meeting, the Board observed the Academy academic programs in the classroom and the quality of cadet life with visits and discussions in the cadet barracks. The Board received a report back from the Secretary of the Army Office on legislative matters. They held a roundtable discussion with graduates and the current class of fellows in the Eisenhower Fellowship in Leadership. They received update reports on Military Intersession, Program Enrichment, Revitalization of the Infrastructure, Cadet Leader Development System, Status of General Accounting Office Reviews. Summarized minutes for this meeting are at Appendix III. This meeting was open to the public

d. 1-3 November 1991, West Point, NY. The annual meeting of the 1991 USMA Board of Visitors was held, in accordance with provisions of Section 4355(d) of Title 10, United States Code, at West Point. The meeting was attended by five Presidential Appointees and four members of Congress. During the meeting the Board received briefings and discussed the Financial Structure and Operation of the USMA, the Performance of Graduates in both academic and military arenas, Leadership Issues involving Gender and Faculty Selection Procedures. The Annual Report to the President was prepared. Summarized minutes for this meeting are at Appendix IV. The meeting was open to the public.

7. CONCLUSIONS AND RECOMMENDATIONS.

a. General Conclusions.

The United States Military Academy in its 189th year continues to provide the nation with leaders of character who serve the common defense. The Board of Visitors is pleased to report that the United States Military Academy is an exceptional value to the nation as measured by the quality of young men and women it prepares for a lifetime of service to the nation as well as the United States Army.

The Board commends to your attention and notes the retirement of Lieutenant General Dave R. Palmer, fifty-third Superintendent of the United States Military Academy. During his tenure he impressed the Board with his vision for the future of the U.S. Military Academy and the exceptionally strong and dedicated leadership he provided. The Board commends

Lieutenant General Palmer for his outstanding work in developing the direction of the Military Academy into its third century of service to the Nation.

The Board further notes and commends to your attention Mr. Edwin Meese III and Mr. Rhett Dawson whose appointments to the Board expire this year. The Board extends its thanks for their devoted service.

The Board is pleased to welcome Lieutenant General Howard D. Graves as the fifty-fourth Superintendent of the United States Military Academy. We are impressed with his qualifications, philosophy of command, and his vision for the Academy. We look forward to working with him.

The Board acknowledged and accepts the responses of the Department of the Army and the Academy to the recommendations of the 1990 Board of Visitors.

The Board notes the accreditation of the Academy's programs in Civil, Electrical, and Mechanical Engineering and the Engineering Management program in the Department of Systems Engineering by the Accreditation Board for Engineering and Technology. The Board notes further that this accreditation follows the overall accreditation of the Academy by the Middle States Association. We believe the accreditations and the very laudatory comments of the accrediting bodies in their reports speak for the quality of the program of instruction, faculty, and facilities at the Military Academy. We commend the Academy for its success in this arena.

b. Specific Conclusions and Recommendations.

(1) TOPIC: Functional Area Resource Review.

The Board was informed by the Superintendent that the Army Chief of Staff, General Sullivan, directed the Army Deputy Chief of Staff for Personnel to conduct a Functional Area Resource Review of the U.S. Military Academy. The purpose of the review is twofold. First, to make sure HQDA knows what resources the Academy needs to accomplish its mission properly. Secondly, to make sure HQDA has a reliable process in place that allocates the needed resources, e.g., establish a baseline.

RECOMMENDATION: The Board wishes to express its concern that uncoordinated personnel and fiscal reductions may adversely affect the Academy as the services draw down. The Board is very encouraged by the Army Chief of Staff's guidance for resourcing the Military Academy. The

Board recommends that this approach to Academy resourcing be institutionalized by HQ DA due to the Academy's steady state and critical mission.

(2) TOPIC: Infrastructure Revitalization.

The Board has followed this issue closely since 1988 and made specific recommendations in the area in its 1988 and 1989 Annual Reports. The Board reiterates its conclusion that the infrastructure deterioration is counterproductive to the pursuit of excellence, and that the extent of deterioration, if allowed to continue, would soon reach an irreversible state. The Board directs specific attention to the cadet dining facility, physical education facility, and family housing.

The Board has been briefed extensively on USMA's program to revitalize its facilities and infrastructure and is pleased to note HQDA's understanding and support for implementation through an increase in funding for Fiscal Years 1992-97. The Board further believes that the program as designed by USMA will result in facilities and infrastructure of the Academy suitable to its status as a place of learning, a military installation, a community, and a national historic site.

RECOMMENDATION: The Board is encouraged by the projected increase of 75 million dollars for this program during fiscal years 1992-97. The Board expresses its concern that 30 million dollars in family housing were not maintained in the program. The Board recommends that HQDA make every effort to ensure that the infrastructure revitalization funds are maintained in the USMA budgets for the coming years and that it reinstate the funds for family housing.

(3) TOPIC: NCAA Pilot Certification Program.

The Board has been briefed that U.S. Military Academy volunteered to take part in the NCAA Pilot Certification Program. The certification process will provide the Academy, with the assistance of the NCAA, the opportunity to examine comprehensively its Intercollegiate athletics program, and ensure that the program is operated consistent with the purpose, mission, and standards of the Academy.

RECOMMENDATION. The Board concurs with the action of the Military Academy in voluntarily participating in this certification process. The Board believes the Academy is uniquely positioned to be a national leader and role model in the administration and operation of intercollegiate athletics.

The Board requests periodic updates on the certification process and a briefing on the findings and recommendations of the self study when the certification process is completed.

(4) TOPIC: General Accounting Office Review - Oversight.

The Board received several updates on the progress of the first General Accounting Office (GAO) Review of the Service Academy operations. This review process began in November 1989 and culminated in the GAO Report entitled "DOD Service Academies: Improved Cost and Performance Monitoring Needed, July 1991. The Board has carefully reviewed the report's findings and recommendations and the Department of Defense response.

The Board believes the GAO report to be flawed, and filled with unsubstantiated statements. Particularly faulty are those portions of the report pertaining to composition and credentials of the USMA faculty, the performance of graduates of the Academy, and oversight of the Academy operations. This is especially disturbing in light of the considerable evidence which attests to the value of Academy graduates for the Nation and the Army. Our specific objections to the faculty portion and graduate performance portion are contained in Topics (5) and (6)

RECOMMENDATION: The Board explicitly rejects the conclusion drawn by the General Accounting Office that the Board is not fully and adequately discharging its responsibilities. The Board finds the GAO apparently relied upon outdated information and failed to contact any members of the Board. Under the provisions of 10 USC 4355, which establishes the Board of Visitors, and under the Federal Advisory Committee Act, the grant of authority to the Board provides full power to inquire, report, and make recommendations to the President and other Executive agencies. It is not empowered to direct, nor should it be. To empower an advisory body to direct the affairs of an element of the Executive Department is inconsistent with sound management practices and, in the case of the military, the principle of unity of command. At the same time it should be noted that the Board's conclusions and recommendations have consistently received respectful consideration by the President and Executive agencies.

(5) TOPIC: Faculty Selection.

The General Accounting Office in its report questions the high percentage of military faculty members at USMA and the relatively low percentage of faculty members holding doctoral degrees. The Board does not concur with the GAO findings and recommendations concerning faculty

composition and qualifications. We particularly reject the implicit concept that the quality of faculty can be measured by the percent of doctoral degrees held. The Board believes that the quality of a teaching faculty is best measured by the performance and achievements of that faculty's students. To this end, the performance of West Point's graduates as measured by graduate school test scores, advanced degrees earned, performance on standardized graduate level tests, and distinguished scholarships received, certainly is indicative of a very high quality of instruction by the faculty.

The Board endorses the current composition of the faculty as predominantly military, the continuing junior faculty rotation system, and the presence of distinguished visiting scholars. While it can be argued that more doctoral degrees might enhance the perceived academic credentials of the faculty, we reject the implicit hypothesis that a greater number of doctoral degrees would of itself enhance the quality of instruction. The focus of the faculty at the Military Academy is to teach and serve as role models for those being taught. At many institutions, the tenured faculty devotes a great deal of time to research, leaving much of the instruction in entry level courses to graduate assistants. The difference in focus between the two types of faculties is fundamental. At a time when our nation's institutions of higher education are criticized more and more for their poor teaching, we believe the faculty at the Military Academy may well serve as a model of instructional excellence for others to emulate. We believe the high quality of the USMA faculty is also attested to by the institutions at which they pursue their advanced academic preparation. Typical of the high regard in which these officers are held are the remarks by Dr. Richard Beeman, Dean of the School of Arts and Sciences, University of Pennsylvania, who stated in a letter to the Dean "...the five or six officers from West Point who have come to Penn for graduate study in the past fifteen years have all performed superbly in virtually every respect, not only have they met or exceeded Penn's academic standards, but they have -- through their extraordinary energy, commitment, and, most important, self-discipline -- set a marvelously high standard for our other graduate students to emulate. Dr. Beeman's letter may be found at Enclosure 8 to Appendix IV, Minutes of the Annual Meeting.

RECOMMENDATION: The Board recommends that current standards of faculty composition and credentials be continued unless it can be demonstrated that changes in such standards would enhance the quality of instruction.

(6) TOPIC: Graduate Performance.

The General Accounting Office concludes in its report that the current measures for assessing the performance of graduates of the Military

Academy are not necessarily valid indicators of the quality of officers produced by the Academy. Implicit in the narrative of their report is the idea that graduates are somehow the beneficiaries of "...advantages that accrue to them by their source of commissioning." Current measures of performance, such as retention rates and selection rates for promotion and schooling, have been traditionally and successfully used to evaluate the relative accomplishment of Academy graduates. While the General Accounting Office discounts these indicators as somehow being related to an unidentified system which favors Military Academy graduates, it fails to substantiate this allegation and offers no alternative measures.

RECOMMENDATION: The Board recommends that the Military Academy continue its pioneering efforts to assess the quality of performance of its graduates. The Board believes USMA is in the forefront of institutional outcomes assessment. We note that the GAO provided no alternative indicators for measurement nor did they propose a conceptual framework for such assessments. The Board requests an update on this subject at the Annual Meeting in 1992.

(7) TOPIC: Leadership Issues Involving Gender.

The Board of Visitors has carefully followed the issues arising from the mixed gender Corps since 1976. The Board believes the Military Academy over the past fifteen years has been a leader in this arena. In 1986 and 1987, a member of the Board, Ms. Marta Caldera conducted an independent assessment of women's issues at West Point and made several recommendations which were adopted by the Academy. The Board in 1987 continued Ms Caldera's charge to assess this area. Her report submitted in 1988 resulted in several specific conclusions and recommendations concerning women's issues which were again adopted by the Academy.

RECOMMENDATION: The Board has noted through the years that gender and minority issues exist and are in fact fully considered in developing the cadet experience and integrating the developmental programs. The current USMA approach, which considers the constructive treatment of gender and minority issues as a part of effective leadership is in fact the best method for training and educating the cadets and is an exemplary model for other activities and institutions.

(8) TOPIC: Eisenhower Program of Graduate Studies in Leader Development.

This Board has closely followed the Eisenhower Program of Graduate Studies in Leader Development since its inception in 1987. We have

studied in great detail the program of instruction and purposes of this unique course of study. The Board specifically recommended in 1989 and 1990 that legislation be enacted authorizing the Superintendent to confer a Master of Arts Degree in Leader Development to the graduates of this program.

The Board again reiterates its position of 1989 and 1990 that this program is "...one of the most significant and beneficial initiatives taken in recent years." Its purpose, quality, and rigor are unchallenged in both academic and practical considerations. The Master of Arts Degree should be awarded to the graduates of this program.

RECOMMENDATION: The Board notes with great disappointment that the enabling legislation authorizing the Superintendent to confer the Master of Arts Degree in Leader Development to graduates of the Eisenhower Program has not yet been enacted. The Board recommends that Department of the Army and the Military Academy make this a priority concern for the Department of Defense legislative submission for fiscal year 1993.

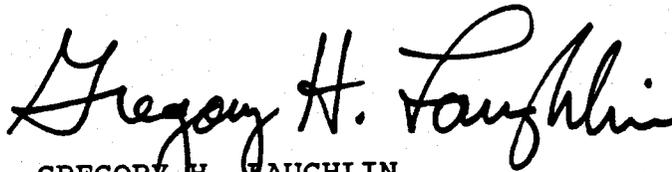
(9) TOPIC: Initial Appointments as Reserve Officers.

The Board has been briefed on the proposed legislation which would require all initial appointments in the military services to be reserve commissions, eliminating Regular commissions for Academy and Distinguished Military Graduates. The proposed legislation is contained in Section 501 of the Fiscal Year 1992 Defense Authorizations Act. The Board took a formal position passing a Resolution opposing this legislation and notified the services chiefs, the boards of the other service academies and leadership of the House and Senate Armed Services Committees of their opposition. The Resolution is at Appendix III of this report, and clearly states the rationale for the Board's opposition.

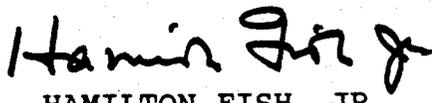
The Board reiterates that it does not believe any need has been demonstrated to change the long standing system of Regular and Reserve commissions for initial appointments. This system has proven beneficial and responsive to the needs of the nation and services in times of war and peace.

RECOMMENDATION: The Board recommends that the proposed legislation contained in Section 501 of the FY92 Defense Authorizations Act to make all initial appointments in the armed services reserve commissions be rejected.

1991 UNITED STATES MILITARY ACADEMY BOARD OF VISITORS



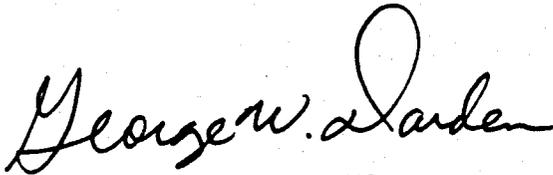
GREGORY H. LAUGHLIN
United States House
of Representatives
Chairman, United States
Military Academy Board of Visitors



HAMILTON FISH, JR.
United States House
of Representatives
Member



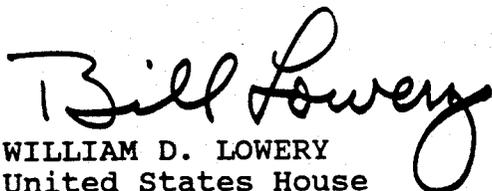
SALLY F. MCKENZIE
Dallas, Texas
Member



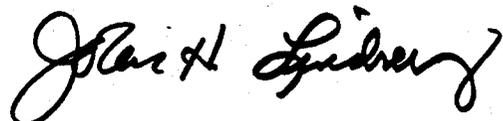
GEORGE W. DARDEN
United States House
of Representatives
Member



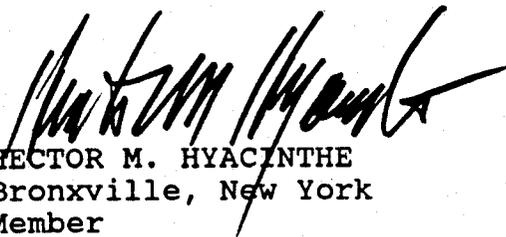
EDWIN MEESE III
Washington, D.C.
Member



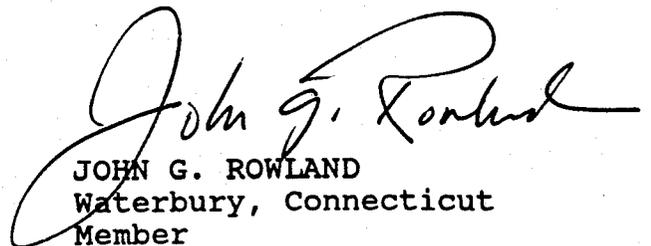
WILLIAM D. LOWERY
United States House
of Representatives
Member



JOHN H. LINDSEY
Houston, Texas
Member



HECTOR M. HYACINTHE
Bronxville, New York
Member



JOHN G. ROWLAND
Waterbury, Connecticut
Member

**SUMMARY OF ACTIONS TAKEN IN RESPONSE TO THE 1990
RECOMMENDATIONS OF THE BOARD
As of 22 July 1991**

TITLE AND DATE OF REPORT: Report of the United States Military Academy 1990 Board of Visitors, 21 November 1990.

NAME OF ADVISORY COMMITTEE: Board of Visitors, United States Military Academy

RECOMMENDATIONS AND ACADEMY RESPONSE: During the past year, the following actions were taken in response to the 1990 recommendations of the Board.

TOPIC: THE HONOR CODE AND THE HONOR SYSTEM.

RECOMMENDATION: The Board concurs with the decision of the Chief of Staff in disapproving the recommendation of the Posvar Commission. As requested by the Chief of Staff the Board has considered retaining the services of a consultant to advise the Board with respect to ethics and has determined that such a consultant is not needed at this time.

USMA RESPONSE: Department of the Army and USMA concur with the Board's determination to not retain the services of a consultant on ethics.

TOPIC: ENRICHMENT PROGRAM.

RECOMMENDATION: The Board is gratified to note the extent of cadet participation in Project Enrichment during the summer of 1990. However, in view of the newness of the Program, the Board urges the staff and faculty to continue close monitoring of the program and requests an update during the Board's 1991 meetings.

USMA RESPONSE: The inaugural enrichment program during the summer of 1990 was a resounding success. With lessons learned and an improved state of preparedness for 1991, the enrichment program will be even more successful this summer. From cadet participation in 1990 and sign-up for 1991, some trends are notable. Most junior cadets chose a

APPENDIX I

military program, the more favorites, Air Assault and Airborne schools. The majority of seniors opt for the academic enrichment program, usually choosing to supplement their chosen academic field of study or major. Out of eligibles, the two year averages are about 40 percent for academic, 55 percent for military, and 5 percent for physical enrichments. Enrichment opportunities have been expanded this year with many of the sponsoring agencies paying or sharing in the costs. We are encouraged and excited by the benefits accrued by enrichment opportunities. Cadet involvement extends the classroom into the research laboratory, or the desk of the decision maker. The Academy will closely monitor the enrichment program and report to the Board the Program's progress during 1991. The Department of the Army concurs with the Board's recommendation.

TOPIC: FOURTH CLASS SYSTEM.

RECOMMENDATION: The Board agrees that the adoption of a four-year developmental system will be much more comprehensive than the "old" fourth class system and there is consensus among the Board that the fourth class system focused disproportionate attention on freshman cadets at the expense of the upper three classes. Based on presentations received from members of the staff and faculty, the Board concludes that the proposed changes should inhibit demeaning and humiliating treatment of subordinates and foster responsibility and maturity in upperclassmen, while continuing to insure that the West Point experience is tough and challenging for all cadets. We particularly commend the new system of leadership development, which emphasizes increasing responsibility in the command structure as the cadet advances during each of the upper three years. In light of the fact that changes have been made in an area of long-standing tradition, however, the Board urges the staff and faculty to monitor these changes as closely as possible and requests a detailed report on the four-class leadership development program during its 1991 meetings.

USMA RESPONSE: The expanded leader development initiatives directed by the Superintendent and unanimously approved by the Policy Board provided for the incorporation of the Fourth Class system into a broader, more challenging, four-year framework called the Cadet Leader Development System (CLDS). Academic Year 90-91 marked the first year for the Corps under CLDS. Implementation of the CLDS has proceeded much more successfully than anticipated. Indicators from several sources (OC reports, counseling feedback, faculty observations) suggest that cadets are beginning to grasp the developmental objectives of

CLDS and are integrating them into their outlook on leadership. Resistance to the new system seems to be on the wane with each passing month, as cadets learn the rigor, demand, and challenge of the West Point Experience is protected under CLDS. As the Academy heads into AY 91-92, our focus will be on the continuing education of the Corps to ensure broad understanding of CLDS and why it is central to their development as leaders of character. The Academy will closely monitor and assess the effects of changing to a "four-class" leadership development program and report its assessment to the Board during 1991. The Department of the Army concurs.

TOPIC: CIVILIAN FACULTY PAY SCALE.

RECOMMENDATION: In order to recruit and retain qualified civilian members of the faculty, the Academy must offer a competitive compensation package. At the present time, civilian faculty members at USMA are employed under the general schedule provisions of the Federal Service (Title 5) and the general schedule provisions do not permit such a competitive compensation package. Accordingly, the Board has formally adopted a resolution and hereby confirms its strong recommendation that Section 1, Chapter 403, Title 10, United States Code, should be amended to authorize the Secretary of the Army to employ civilian faculty at USMA with such compensation and perquisites as the Secretary may prescribe.

USMA RESPONSE: The United States Military Academy fully supports changing the existing legislation in order to allow civilian faculty at USMA to be compensated under Title 10. This would allow existing civilian faculty to be covered under legislation which is similar to the pay policies which were established at the U.S. Naval Academy (USNA), the Army War College, and the Army Command and General Staff College. Although the legislation was passed through Congress on November 6, 1989, and signed into law on November 30, 1989 (PL101-189), the USMA was not included. Our current system of compensation under Title 5 does not allow USMA to compete in an academic job market which provides greater salary flexibility and recognizes academic rank or standing in an educational environment. Our reasons for including our civilian faculty are important to the USMA mission. Adoption of compensation under Title 10 should allow USMA to utilize personnel practices, policies, and procedures for civilian faculty members similar to those of comparable public, private, and federal educational institutions (e.g., Naval and Coast Guard Academies) and colleges throughout the country. The change to Title 10 would enhance our ability to recruit and retain highly qualified

civilian faculty. USMA fully supports the Board of Visitors resolution dated 21 July 1990 regarding pay practices for civilian faculty members at the United States Military Academy. The Department of the Army concurs.

TOPIC: EISENHOWER FELLOWSHIP IN LEADER DEVELOPMENT.

RECOMMENDATION: The 1990 Board notes with considerable disappointment that enabling legislation has not yet been adopted and strongly recommends that USMA should be authorized by appropriate legislation to grant a master of arts degree to graduates of Dwight David Eisenhower Program of Graduate Studies in Leader Development.

USMA RESPONSE: The Academy continues to actively pursue the passage of enabling legislation which would authorize the USMA to grant a master of arts degree to graduates of the Dwight David Eisenhower Program of Graduate Studies in Leader Development. Currently 26 officers are enrolled in two classes of the program. The Academy expects 15 officers to begin the program in May 1991. The Department of the Army concurs with the Board's recommendation and is pursuing amendatory legislation to authorize the Academy to confer the degree of Master of Arts in Leader Development.

TOPIC: ACTIVE DUTY SERVICE OBLIGATION.

RECOMMENDATION: The Board has formally adopted a resolution and hereby confirms its strong recommendation that the laws affecting active duty service obligations of Academy graduates be amended to require a total commitment of eight years of service, with a minimum of four years of active duty and the balance to be served at the call of the Secretary of the Army and reserve components.

USMA RESPONSE: The National Defense Authorization Act for Fiscal Year 1990 increased the ADSO from five to six years for all service academy graduates beginning with the Class of 1996 (which enters in 1992). DA opposes any further increase to active duty and supports any legislation which returns the active duty requirement to four years, followed by four years of duty in the reserve components. This recognizes the Army's active force structure and the increased importance of reliance on reserve components. The Academy continues to address this issue by marshalling evidence which addresses the probable effects of a six year obligation on candidates (especially minorities and women),

cadets, graduates and objective force management. All evidence indicates that an obligation of four years active duty with up to four years reserve duty (4x4) will have a more favorable effect than a six year obligation. The Academy will continue to present the findings to members of Congress and the Department of Defense. The Academy and the Department of the Army support the Board's recommendation regarding the ADSO.

TOPIC: OPTIMAL SIZE OF THE ACADEMY.

RECOMMENDATION: In light of the retention rates and level of performance of Academy graduates, the Board has formally adopted a resolution and hereby confirms its strong recommendation that the Academy should continue to operate at its current capacity under law and that West Point graduates should continue to be commissioned as officers in the regular Army at current levels, in order to sustain the highest quality officer corps for the Army.

USMA RESPONSE: FY91 Congressional legislation requires the service academies to reduce the size of the entering class to a maximum of 1000 beginning with the class entering in the summer of 1995 (Class of 1999). DA opposes this because of the negative impacts on officer accession quality, the efficiency of the USMA physical plant, and minority appointments. DA favors Secretary of Defense guidelines to maintain a Cadet Corps endstrength of 4000, which ensures attainment of high quality accessions and minority appointments, and makes efficient use of Academy facilities. Amendatory legislation has been introduced in the National Defense Authorization Act for FY 92-93 to achieve this goal. The Academy will continue to evaluate its efficiency (in terms of cost) and effectiveness (in terms of officer performance) and will bring the findings to the attention of Congress and the Department of Defense.

TOPIC: BICENTENNIAL FACILITIES PLAN.

RECOMMENDATION: The Board concurs with the land use planning concepts embodied in the bicentennial facilities plan and recommends continued implementation of the plan's features, including the continued relocation of intercollegiate sports facilities from the area of the Plain to the cadet support zone.

USMA RESPONSE: USMA will continue to develop and refine its land use planning concepts and implement where resources permit. The

Department of the Army will continue to carefully review the requirements of the Bicentennial Facilities Plan and will fund projects based on proper justification and available resources.

TOPIC: REVIEW OF THE BOARD OF VISITORS BY THE OFFICE OF THE SECRETARY OF DEFENSE.

RECOMMENDATION: The Board recommends the appointment of the Executive Secretary of the Board as its designated federal official.

USMA RESPONSE: The Executive Secretary to the Board of Visitors is appointed as the designated federal official. The Department of the Army concurs in the Board's recommendation.

TOPIC: RESERVE COMMISSIONS FOR SERVICE ACADEMY GRADUATES.

RECOMMENDATION: The Board strongly recommends that Department of Defense and the House of Representatives oppose enactment of such a provision.

USMA RESPONSE: The National Defense Authorization Act for FY 1991 (Committee on Armed Services - United States Senate) required that the Secretary of Defense provide a report on the consequences of requiring all officers of the Army Forces to be initially appointed as reserve officers. The Secretary rendered a report stating that the Department of Defense does not support legislation requiring all initial appointments to be in the Reserve component. The Military Academy and the Department of the Army support the Secretary's position because it will allow the most promising new accessions -- USMA graduates and ROTC Distinguished Military Graduates to be commissioned as Regular Army officers. This will preserve the historic commitment between the Army and these officers and will provide the highest quality leadership for our Army. The Department of the Army concurs with the Board's recommendation.

SUMMARIZED MINUTES
1991 BOARD OF VISITORS
ORGANIZATIONAL MEETING
APRIL 11, 1991
WASHINGTON, D.C.

1. MEETING CONVENED. The Organizational Meeting of the 1991 United States Military Academy Board of Visitors was called to order by Mr. Greg Laughlin, Vice-Chairman, at 9:20 a.m., April 11, 1991, in Room 189 of the Senate Russell Office Building, Washington, D.C.

2. ADMINISTRATIVE REMARKS: Mr. Laughlin called upon the Executive Secretary, LTC Furr, for administrative remarks.

a. LTC Furr announced for the record those present in the room:

Board members:

Mr. Greg Laughlin, Vice-Chairman
Mr. Edwin Meese III
Mr. Rhett B. Dawson
Mrs. Sally McKenzie
Mr. John H. Lindsey
Mr. Hamilton Fish, Jr.
Mr. George Darden
Senator Conrad Burns
Mr. William Lowery joined the meeting at 1130

Also present were Mr. Milton Hamilton, Administrative Assistant to the Secretary of the Army; Lieutenant General Dave R. Palmer, Superintendent, United States Military Academy; Lieutenant Colonel Stephen R. Furr, Executive Secretary; Captain Adele Beck, Chief of USMA Protocol, Miss Maryann K. Melville, Administrative Officer for the Board; Mr. Chilelli and Specialist Waugh, Audio-Visual Division, Directorate of Information Management; and Ms. Judith Mathewson of the Ottaway News Service.

b. LTC Furr advised the Vice-Chairman that a quorum was present under the rules governing the Board. He further stated that a copy of the agenda, a list of suggested meeting dates, and a list of proposed topics were at each member's place. Also provided were the biographies of Mr. Hector Hyacinthe and Mr. John Rowland, two recent Presidential appointees to the board. Mr. Hyacinthe and Mr. Rowland

APPENDIX II

had been appointed by the President, but their appointments have yet to be made public. An invitation to the organizational meeting was extended to them at the direction of the Vice Chairman, to get them into the organizational business, but should they attend they will be without vote.

3. **OPENING COMMENTS:** Mr. Laughlin, as Vice-Chairman, welcomed the attendees to the meeting. Before moving to consideration of the Agenda at Enclosure 1, Mr. Laughlin paused to express on behalf of the Board of Visitors, and all the American people, the gratitude, pride and admiration of the service rendered by the graduates of the United States Military Academy in the Persian Gulf War. He stated their leadership, dedication and loyalty to country set an example that all other participants followed. He further stated that much of the leadership they displayed was a result of the training and experience that those officers received in their formative training years as cadets at the United States Military Academy. Mr. Laughlin added that their performance was proof of the accomplishment of the mission of the Academy. The Board then turned to consideration of the Agenda.

4. **ELECTION OF OFFICERS.** The first order of business was the election of a new Chairman and Vice-Chairman for 1991.

a. Mr. Hamilton Fish, Jr., nominated Mr. Laughlin as Chairman. The nomination was seconded by Mr. Meese and approved by unanimous vote of members present. The Chair then opened nominations for Vice-Chairman. Mr. Darden nominated Mrs. McKenzie for the position. The nomination was seconded by Senator Burns and unanimously approved by the members present.

b. The Chairman then recommended for approval the following members of the Board for membership on the Executive Committee:

Mr. Greg Laughlin, Chairman
Mrs. Sally McKenzie, ex officio, as Vice-Chairman
Mr. Edwin Meese III
Mr. John H. Lindsey
Representative Hamilton Fish, Jr.
Representative William D. Lowery
Representative George (Buddy) Darden

Mr. Darden moved the recommendations be accepted by acclamation. The motion was seconded by Mr. Fish. There was no opposition to the

motion, and the Executive Committee recommendations were unanimously approved by the members.

5. The Chair then recognized that Mr. Hector Hyacinthe had joined the meeting. Mr. Hyacinthe was introduced and welcomed to the Board of Visitors by the Chairman.

6. **REMARKS BY THE SUPERINTENDENT:** The Chairman called upon the Superintendent for his remarks. General Palmer opened his remarks by confirming that his retirement had been announced but the announcement of his replacement was pending submission by the President to the Senate for confirmation which would be occurring in the near future. A Change of Command at the Academy was being planned for 22 July 1991. General Palmer proceeded to give the Board a brief update on the subjects listed on the agenda, stating that he would move the first issue, the Active Duty Service Obligation, to the last issue to be covered. The members of the board were previously provided information and position papers on the topics as read ahead material for the meeting.

a. MASTER'S DEGREE IN LEADER DEVELOPMENT: For several years, the Academy worked on finding the best way to prepare officers for the position of tactical officer. This position is probably the single most important job at West Point, guiding the transition of young candidates into graduates, into mature leaders. Since the Academy is the Nation's pre-eminent leader development institution, a two year program was developed at the masters degree level for all officers designated to become tactical officers. This program has been tested, assessed, evaluated and approved by all necessary military and educational groups to obtain authority to grant a master's degree to those individuals completing the program. Because the Academy is a federal institution, it must have the authority of Congress to grant a master's degree. The Department of the Army will again be submitting legislation to this session of Congress for this authority.

Mr. Laughlin at this point asked the question if the Board should take a more aggressive role than in the past to see that this program becomes approved by law. The Board has gone on record as studying and endorsing the program -- should it take a more active step (after inquiry to and agreement by the Secretaries of Defense and Army) in working with Members of Congress to make it law. The Chairman requested that this be an item on the agenda for the next meeting, and that the Academy be prepared to give a report on the status and if the

Department of the Army does desire the Board of Visitors to take a more active role than it has done in the past.

NOTE: Mr. Darden departed the meeting at 0940 to fulfill an Ethics Committee meeting obligation, after which he would return if the Board were still in session.

b. REGULAR ARMY VS OTHER THAN REGULAR ARMY COMMISSIONS:

The Superintendent next addressed this issue. The FY91 Defense Authorization Act contained a provision requiring the Secretary of Defense to report to Congress on two issues: (1) The length of the obligated service tour for service academy graduates and (2) The desirability of all initial appointments as second lieutenants be other than regular appointments. This would apply to all services, academy graduates as well as officers accessed from other commissioning programs. The language of the legislation required the Secretary of Defense to submit the report within 60 days of passage of the legislation; if the Secretary failed to submit the report on time then all initial appointments would become other than regular and the active duty service obligation for service academy graduates would become 5 years. The Superintendent reported that the Secretary of Defense report was submitted on time, and the issue of other than regular commissions for service academy graduates was a moot point.

c. THE SIZE OF THE CORPS: General Palmer reported to the Board on this issue. This topic is a two part issue.

(1) The Secretary of Defense conducted a study in 1990 on reducing the size of the military forces and concluded the force size would be reduced. The study also concluded that the number of officers assessed each year to fill the forces also would be reduced. The SECDEF therefore directed all three Service Academies to reduce their authorized strength level to 4000 by 1995. This mandate has been put into effect.
And

(2) Congress, as part of the FY91 Defense Authorization Act, also directed a reduction -- requiring the Service Academies to enter on "R" Day 1991 a class 100 cadets smaller than the previous year for the next four years to reach an entering class size of 1000 by 1996.

The problem, we believe, is that the intent of Congress, the wording of the law, and the implications of the law as written are not the same. We understand, from Members of Congress involved in the session that their intent was to require the Academies, by law, to be at an

authorized strength of 4000 (the number the SECDEF, in his powers, had already mandated). The academies agree, that in a smaller military establishment, with fewer accessions, the service academies should be smaller and 4000 is the right level.

The legislation enacted by Congress states that beginning in 1996, no incoming class may be larger than 1000. To summarize, the wording switched from end strength -- Authorizations, the business of Congress, to Admissions -- the business of the Service and the Academy. The strength of the entering class is a number the academies flex from year to year to maintain authorized level set by the SECDEF and Congress. The law instead of setting the strength of the service academies at 4000 will result in an end strength of approximately 3100, a 30% reduction. This is derived from taking an entering figure of 1000, applying the average attrition rate of the past five years for four years which results in an end strength of 3100 for four classes after 1996.

At this time, we are trying to clarify if Congress in fact intended the academies to be reduced by 30%. Congressional Liaison has prepared the language we think appropriate to amend last year's Authorization Act, and the OSECDEF is forwarding it to the appropriate committees. What is being suggested is to just delete the wording as unnecessary -- the SECDEF has already done, acting within his authority, what Congress wants -- reduction of the authorized strength of the service academies to 4000. There is no place in law now that says the authorized strength is 4400. Instead we have a body of operating laws on class composition and candidates, i.e., presidential and congressional vacancies, etc. These separate laws combined result in a figure of about 4417. That is the figure we worked at. Now the SECDEF has brought the authorized strength down to 4000 -- we already have a body of operative laws we follow to reach and maintain that level. It would be a simpler and less confusing execution if Congress would leave it at that. This would also allow us to adjust to changes in the attrition rate.

NOTE: Mr. Fish departed the meeting at 0955 to fulfill another commitment.

d. GAO REPORT ON DOD SERVICE ACADEMIES (GAO I): The Superintendent next briefed the Board on the GAO Report on DOD Service Academies. The Government Accounting Office sent auditors to West Point and the other two service academies. They started in November 1989 and stayed for about 13 months looking into such issues as costs of the Academies, their worth or value, the programs, and the product obtained for the money spent. The final report has not been

issued. We received through DOD a copy of the draft report for review and comment. We were most unhappy with the quality of the report. It was not well done. They used selected evidence. For instance, one area of concern was the academic program. The sources for their data were the reports written in the mid-70's following the cheating scandal. In that period we were looked at by many people and groups, several reports were written, and there was much criticism. We deserved that criticism. We needed to make major adjustments and we made them. Since then we have been looked at again, specifically in 1989 and 1990, to include the Middle States Association, an accrediting body that looks at colleges and universities across the Northeast. The results of these relooks are most positive. The GAO, however, chose to ignore that evidence and use reports 15 years old to draw their data and make their conclusions.

One of their findings was that we suffered from inadequate oversight. This was a surprise because I think the Superintendent is one member of the federal government who has never lacked for advice and oversight. This particular body, the Board of Visitors, came in for its own critique in fulfilling its oversight responsibilities. Your former Chairman, Mr. Grebe, knows, having served on this body for 6 years, that you are able to look at anything you want and you have done so. You have criticized us where criticism was necessary and in fact you have helped us to reach the point we have gained with the new model in developing and implementing cadet development programs.

At this point, as the final report has not been rendered, and except to say that the draft of it we saw was quite flawed, there is nothing that I can add that would be useful to you beyond that. When the report is published, we will ensure the Board members receive a copy.

e. ACADEMIES: GAO STUDY OF STUDENT TREATMENT ISSUES (GAO

II): The Superintendent next reported that a follow on GAO Visit was underway. It is not related to the first one. The auditors are looking at aspects of cadet life. They will be studying integration of women, sexual harassment issues, the honor code and system, administrative handling of punishments, discipline and the disciplinary system, and the fourth class or plebe system. This study stems from problems that arose at the Naval and Air Force Academies. There is no reason (incident or problem) for them to come to West Point, but they have been charged to look at all academies -- so all three are being looked at. We feel that if we are going to be investigated on those issues, there is not a better time in our history to be looked at. West Point has just finished an intensive look at these programs, both internally and by outside groups, to include this

Board. We have put into place many initiatives, on our own, that have taken the total program at the Academy, that was in good shape, and made it better.

f. U.S. VERSUS COMMONWEALTH OF VIRGINIA: Mrs. McKenzie asked the Chair if the Superintendent would brief the Board on the aspects of USMA involvement in the VMI trial making national headlines. The Chair agreed to interrupt the agenda and receive the Superintendent's comments on this subject at this time.

The Superintendent responded that it is inappropriate for the Academy to comment on a case in the federal court system. Moreover, even were it proper to comment, the Academy is not competent to do so. It is most misleading to make comparisons between USMA and VMI. They are very different institutions. USMA is a federal institution whose students are salaried members of the military. VMI is a state institution whose students attend on a tuition basis. The purposes, missions, programs, physical plants, and governing authorities of the institutions are different and therefore any comparison is not even as similar as that between apples and oranges. The case does not affect USMA. Lastly, the reason a USMA representative is involved in the trial is in response to a government subpoena. Colonel Toffler, as Director of Institutional Research, is in charge of our data bank containing all the statistics and records relating to the integration of women into USMA and their subsequent performance as candidates, cadets, and officers. He was subpoenaed as a government witness to testify about the integration of women into the Military Academy.

g. ACTIVE DUTY SERVICE OBLIGATION: The Superintendent updated the Board on the Active Duty Service Obligation issue. A brief recap for the new members was given:

- o Service academy graduates incur an 8 year total service obligation. For years the law was 5 years obligated active duty service tour and 3 years service in the reserve components.

- o The FY 1990 Defense Authorization Act amended that law. Beginning with graduates of the Class of 1996 (those who enter a service academy in the summer of 1992), a 6 year obligated active duty service tour with 2 years service in the reserves, will be incurred.

- o The services view this change differently. The Army and West Point think it unnecessary. USMA graduates, as a group, are remaining on active duty well beyond the obligated tour. They choose to

stay in the Army at rates higher than DOPMA guidelines. The Army does not have a problem retaining USMA graduates on active duty.

o USMA and the Army would like the 8 year service obligation to be 4 years Active, 4 years Reserve. The reasons are:

- The law is not needed to retain USMA graduates on active duty.

- The law will affect USMA's ability to attract the top level candidate.

- The law will seriously affect recruitment of minorities, particularly Black Americans.

- The law will help us in no area.

- Since passage of the law in 1989, the world situation has changed. The total force is being reduced.

- For the second year in a row, the Army has permitted USMA graduates to leave active service after only 3 years. This is necessary for the Army to reach its legal requirements for force reduction. While USMA Graduates of Year Group '87 were offered this 3 year option, 85% chose to remain on active duty. A selection board had to be held to force more to leave. USMA Graduates of Year Group '88 will be offered the same option.

- Historically, when you track the 3, 4, 5 year active duty obligation -- more graduates have stayed in longest with the 3 year active duty obligation. So, while graduates leave active service for a number of reasons -- size of military, the economy, opportunities, personal or family reasons, the length of their obligated active service does not appear to be one.

Senator Burns asked if each service should set the period of obligated active service as they have different missions. The Superintendent agreed. The Nation has three different services and three different academies because each has a unique mission. Each service and academy has different requirements. The Army, its senior leadership in the Pentagon and those of us at West Point, from the start have agreed we should change from 5 years, but to the 4 and 4. That makes most sense for our service and academy.

o The three services gave their opinions to the Department of Defense (DOD) and DOD provided its views to Congress. The DOD position is the 5 year active duty service obligation which served us well. DOD sees no reason to change. Unless the six year obligation does damage, there will be nothing coming from DOD or the Administration this year on the issue. That is the DOD position. If anything is done on the issue, it will be done by Members of Congress.

Mr. Meese asked if the Congressional Members of the Board could introduce legislation on the 4 and 4 service obligation. Should the Board write letters to the Chairmen of the two committees, the SECDEF, and to the President? We should get on the record early rather than waiting for the Annual BOV Report.

Mr. Laughlin indicated he had asked Mr. Hamilton to report to the Board at the next meeting on the SA and SECDEF views on this. The Board should carefully consider their opinions before starting any action.

7. MEETING SCHEDULE FOR 1991. The Board next considered the meeting dates for the 1991 Board of Visitors. The Chairman noted the suggested meeting dates provided to the members by the Academy (Enclosure 2). The Chairman stated for the Congressional members, the dates recommended in August and December were not feasible due to requirements in the districts. The Chairman then called for a short meeting break to allow members to consult their calendars and offices.

a. The Board reconvened. The Chairman noted Mr. William Lowery had joined the meeting at this time.

b. Discussion was opened on meeting dates for 1991. The Board decided that due to the July Change of Command at the Academy and the many Desert Storm Recognition Ceremonies requiring Congressional participation in their home states, the Board would have two meetings in the Fall period.

c. The Board selected: September 12-14 for the first meeting at West Point; and October 31-2 November for the Annual Meeting.

8. MEETING FORMAT FOR 1991 MEETINGS:

a. The Chairman commented for the Board that they were extremely pleased with the quality of the Information Papers provided as read ahead material for the Organizational Meeting. The brevity and

quality of the information was first class and enabled the members to prepare for the meeting in a timely fashion. The Board expressed its desire that this standard be continued.

b. Since the last several meetings were comprised of all day briefings on requested topics, the Board would like to take the opportunity this meeting cycle to visit and observe areas, such as academics, cadet life in the barracks and some military training if possible.

9. TOPICS OF INTEREST FOR THE 1991 MEETINGS: The Board next discussed areas of interest or topics for the 1991 meetings. The Board was provided for consideration the list of topics at Enclosure 3. After discussion, the following topics were selected.

- o Briefback from Mr. Hamilton on SECDEF and SA desires as to level of involvement in assisting with the passage of legislation on subjects discussed, in particular, The Eisenhower Program and ADSO.

- o A progress report on the upgrade of the Military Academy infrastructure.

- o United States Military Academy Preparatory School: Report to the Board on GAO findings.

- o Academics: Visit, observe, and participate in academic classes, either individually or in small groups.

- o Cadet Life: Visit cadet areas; observe and discuss aspects of cadet life. Tour barracks in company of cadet company or battalion officer conversant on subjects such as chain of command, discipline, etc. Congressional members would like to be accompanied by one of their appointees if possible.

- o Briefing on Military Intersession.

- o Meeting/Discussion with Eisenhower Master Program students.

- o Comments by new Superintendent on his vision of the future of West Point.

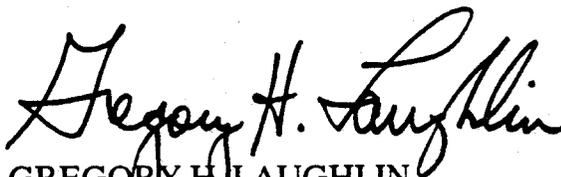
- o Briefing by AOG on their activities and fund raising for Bicentennial of the Academy.

10. CLOSING REMARKS: The Chairman thanked General Palmer for his outstanding record of achievement as Superintendent of the Military Academy, and for his superb cooperation with the Board during his tenure. He then asked General Palmer if he had any closing remarks. General Palmer noted that this was his last meeting with the Board. He thanked the members of the Board for their dedicated, candid assistance and support during his Superintendency. He stated he had enjoyed his five years of working with the Board, and had found the Board to be very useful in keeping the Academy on track, asking the hard questions that had to be answered and supportive of the Academy's programs.

11. ADJOURNMENT. The Chairman asked if there were any other items of business for the Board to consider.

a. Mr. Meese proposed that the Board prepare a resolution of appreciation and commendation to General Palmer. There was considerable constructive change in in terms of leadership and academic programs under his leadership. The Board so moved that a resolution be prepared for presentation to General Palmer thanking and commending him for his exceptional service.

b. There being no further business, the Chairman requested a move for adjournment. The motion was made, seconded and approved. The organizational meeting of the Board of Visitors was adjourned at 11:40 a.m.



GREGORY H. LAUGHLIN
United States House of Representatives
Chairman
USMA Board of Visitors



STEPHEN R. FURR
Lieutenant Colonel, U.S. Army
Executive Secretary
USMA Board of Visitors

AGENDA
ORGANIZATIONAL MEETING
UNITED STATES MILITARY ACADEMY BOARD OF VISITORS
THURSDAY, APRIL 11, 1991, 9:00 A.M.
Room 189, Senate Russell Building

Administrative Remarks and Introduction of Members
LTC Furr

Opening Comments and Introduction of Agenda
Vice Chairman

Election of Officers
Vice Chairman

Selection of Executive Committee
Chair

Remarks by Superintendent and Update on Issues
LTG Palmer

- o Active Duty Service Obligation
- o Master's Degree in Leader Development
- o Regular Army vs Other than Regular Army Commissions
- o Size of Corps
- o GAO Report on DOD Service Academies (GAO I)
- o Academies: Study of Student Treatment Issues (GAO II)

Response by Chairman
Chair

Schedule and Format for Meetings for 1991
Board Members

Areas of Interest for 1991
Board Members

Remaining Business
Board Members

Closing Remarks
Chair

ENCLOSURE 1 to APPENDIX II

**SUGGESTED MEETING DATES
FOR THE 1991 BOARD OF VISITORS**

SUMMER MEETING AT WEST POINT

30 June - 2 July (R Day Period)

8-12 July (CBT/CFT)

29 July - 9 Aug (CBT/CFT)

12-16 Aug (CBT/CFT March-Ins)

ANNUAL

FALL MEETING AT WEST POINT

12-14 Sep	Football vs Colgate
19-21 Sep	Football vs Univ of North Carolina
26-28 Sep	Football vs Harvard
24-26 Oct	Football vs Boston College

WINTER MEETING AT WEST POINT

31 Oct - 2 Nov	Football vs Vanderbilt
14-16 Nov	Football vs Akron
12-20 Dec	

ENCLOSURE 2 to APPENDIX II

**SUGGESTED ISSUES/TOPICS
FOR 1991 USMA BOARD OF VISITORS**

ACADEMIC CURRICULUM

ADMISSIONS PROCESS

**CADET LEADER DEVELOPMENT SYSTEM
(ONE YEAR EVALUATION)**

DEVELOPMENT INITIATIVES (ENDOWMENTS/PRIVATIZATION)

ETHICS INSTRUCTION

INTERCOLLEGIATE AND CLUB LEVEL COMPETITIVE ATHLETICS

UPDATE ON ISSUES BEFORE CONGRESS

ENCLOSURE 3 to APPENDIX II

**SUMMARIZED MINUTES
1991 BOARD OF VISITORS MEETING
SEPTEMBER 12-14, 1991
WEST POINT, NEW YORK**

1. **BOARD MEMBER ORIENTATION; TOUR OF GYMNASIUM FACILITIES.** Several members of the Board elected to arrive prior to the convening of the meeting to complete or continue their orientation (Mrs. Sally McKenzie, Mr. John G. Rowland, and Mr. Hector M. Hyacinthe). These members received a briefing on the Efficiency and Effectiveness of the Military Academy; toured the Arvin Gymnasium Facilities, received an on-site orientation on the cadet physical development program and observed intramural sports in progress.

2. **STEVENS LEADERSHIP CONFERENCE.** The members of the Board were guests of the Stevens Leadership Conference at a banquet in the Cadet Mess, Washington Hall. At the conclusion, the Board Members and the Academy leadership moved to the meeting area.

3. **CONVENING OF THE BOARD.** The September Meeting of the 1991 United States Military Academy Board of Visitors was convened by the Chairman, Mr. Greg Laughlin, at 8:10 p.m., September 12, 1991, in the Superintendent's Conference Room, Taylor Hall, United States Military Academy, West Point, New York. A quorum consisting of the following Board members was present:

Honorable Greg Laughlin, Chairman.
Mrs. Sally McKenzie, Vice Chairman
Honorable Hamilton Fish, Jr.
Mr. Edwin Meese III
Mr. Hector M. Hyacinthe
Mr. John G. Rowland

4. **ADMINISTRATIVE REMARKS.** Mr. Laughlin called upon the Executive Secretary, LTC Furr, for administrative remarks.

a. LTC Furr announced for the record the other personnel present in the room as: Mr. Milton Hamilton, Administrative Assistant to the Secretary of the Army; Lieutenant General Howard D. Graves, Superintendent, United States Military Academy; Brigadier General David A. Bramlett, Commandant of Cadets; Brigadier General Gerald E. Galloway, Jr., Dean of the Academic Board; Colonel William L. Wilson, Director of Academy Advancement; Colonel H. Steven Hammond,

APPENDIX III

Director, Leader Development Integration; Colonel Patrick A. Toffler, Director, Institutional Research; Major Joseph Pallone, Office of Congressional Legislative Liaison; Lieutenant Colonel Stephen R. Furr, Executive Secretary to the Board; Miss Maryann K. Melville, Administrative Officer for the Board; and technicians from the Audio-Visual Division, Directorate of Information Management.

b. Following minor administrative remarks, LTC Furr presented the Agenda at Enclosure 1 for approval. The agenda was accepted without objection. The Board reviewed for approval the Minutes of the Organizational Meeting. A motion for approval was made and seconded. The minutes were approved. The USMA Response to the 1990 Board of Visitors Recommendations was presented for approval. Following a discussion of recommended minor corrections, a motion was made and seconded and the Response was accepted.

c. LTC Furr then announced for the record that Mr. Alan Snel of the Times Herald Record, accompanied by Major James Peterson of the Academy Relations Division, was in the meeting audience.

5. OPENING COMMENTS. Mr. Laughlin welcomed Lieutenant General Graves to the first Board of Visitors meeting since he assumed the Superintendency of the U.S. Military Academy. The Chairman assured the Superintendent that the Board was very committed to the Academy mission and would work to assist him in the accomplishment of that mission. At the same time, the members were very aware of the oversight role of the Board and would not hesitate to independently exercise that role when they saw the requirement.

6. REPORT ON PENDING LEGISLATION BY THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE ARMY. At the Organizational Meeting, the Board requested Mr. Hamilton, the Administrative Assistant to the Secretary of the Army, to report back to the Board on the views of the Secretaries of Defense and Army on the board members taking an aggressive role in pursuing the passage of legislation affecting the Military Academy. The Chair called upon Mr. Hamilton for his report. Mr. Hamilton reported on his discussion of the matter with the Secretary. The answer was that the Board, under law, is given full authority to look into any matter involving West Point, form an independent opinion, and take independent action. The Secretary encouraged and looked forward to any assistance the Board could give in supporting the needs and positions of the Academy. Mr. Hamilton then distributed to the Board the paper at Enclosure 2 showing

legislation currently before Congress that affects West Point. Of particular concern was the Initial Appointment of Commissioned Officers. The Board discussed the rationale and ramifications of the legislation in detail. A motion was carried with amendment to prepare a draft resolution indicating the Board of Visitors opposition to Section 501 of the Senate version of the FY 92 Defense Authorizations Act in which all commissioned officers are to be initially appointed as reserve officers regardless of commissioning source. See paragraph 9.

7. **REMARKS BY SUPERINTENDENT.** LTG Graves welcomed the Board to West Point and stated he looked forward to getting acquainted with the Board members and working with them over the period of his tenure as Superintendent. He briefly reviewed the history of the Board of Visitors and noted over its long and distinguished history the Boards were notable for providing independent oversight and guidance to the Academy Superintendents. LTG Graves stated that the Superintendents needed and valued the Board's oversight.

a. As this was the first session of the Board in which he participated, LTG Graves wanted to briefly review his command philosophy for the members of the Board. He first reviewed his association with the Academy: (1) Graduate Class of 1961, (2) Instructor in the Department of Social Sciences for three years in the early 1970's, and (3) His son is a graduate of the Class of 1988.

b. At his change of command, he affirmed four themes: 1) West Point serves the nation; 2) West Point serves the Army; 3) West Point is a community whose members are all engaged in the pursuit of excellence; 4) West Point will be judged by its actions, not words.

c. He developed his philosophy for the Academy's programs after careful study of the azimuths for the future already developed through the long and careful process governed by his predecessors. He agreed with their direction and was committed at the most fundamental level to continue to fulfill the Military Academy's purpose to develop leaders of character and to achieve its mission to develop in the Corps of Cadets those attributes essential to continuing professional growth as officers of the Regular Army. He stated he was committed to the goals developed, but he was also aware that the Academy's programs would require regular assessment to ensure their continuing relevance to a rapidly changing world. The fundamentals of the Academy System are sound and do not need changes; but continued relevance must be maintained.

d. Given the excellent groundwork already done in planning for the future, LTG Graves stated he hoped to gently restore to the institution a mood of continuity and stability in place of a mood of change, but this did not imply that the future held no challenges.

(1) The principal challenge will be to continue to provide leaders of character to the nation and the Army -- leaders who held fundamental values of integrity, justice, service to others and the nation, respect for people, and loyalty to the Constitutional system. This challenge would grow as more cadets arrived from family and social settings where teaching and reverence of these values did not exist. This will require more time in the basic definition of terms and understanding of values leaving less time for case studies to learn the practical application and provide for appropriation.

(2) Professional attributes for officers are also growing more complex. Competence both in technical skills and understanding human behavior is more demanding. Selfless service should be a norm at West Point if we are going to develop leaders of character. The success orientation of the "Careerist Army" is in the past. The focus needs to be on a service orientation. Good leaders care for soldiers, care for families. The model of the servant leader should prevail.

e. Some of the more immediate challenges were:

(1) Refurbishing and maintaining the physical plant to include infrastructure repair and replacement of water, sewage, and phone lines.

(2) Resource management must be effective and well supervised. The drawdown of the Army will affect us. We hope to mitigate it some by steady state missions, well justified programs, and solid costing data.

(3) Quality of life issues will receive high priority. Improved working and living conditions for staff and faculty and families will result in better mission accomplishment, show cadets what the standard is, and make this a fun place to live and work.

(4) Leader development must apply to the staff and faculty as well as cadets. West Point should return officers and soldiers to the field Army as better soldiers and more competent leaders than they were

when they arrived. The tour of duty at West Point must be professionally and personally rewarding. It must be a developmental tour for future successful service.

f. LTG Graves then reported briefly on several developments and issues for the Board's information.

(1) ACCREDITATION BOARD FOR ENGINEERING AND TECHNOLOGY: LTG Graves reported to the Board of Visitors that the Accreditation Board for Engineering and Technology (ABET) recently accredited our programs in Civil, Electrical, and Mechanical Engineering and our program in Engineering Management of the Department of Systems Engineering. This accreditation followed closely on the overall accreditation of the Military Academy by the Middle States Association and completed this particular accreditation cycle. The ABET and the Middle States Association have no affiliation, so this accreditation was another independent review of our academic programs in the engineering arena. The Superintendent shared a few comments from the ABET report with the Board. The Board received a complete copy of the report. "The faculty and administration of the United States Military Academy are doing an outstanding job of training cadets for dual careers as army officers and as engineers." "The cadets are receiving an outstanding liberal education as well as an excellent engineering education." "Computer facilities are outstanding."

The ABET did point out some weaknesses in our program. One concern was the perceived lack of faculty involvement in professional activities outside the military community. They recognized, however, that military career patterns and our status as a federal institution make it difficult to address this issue in a manner suitable for a civilian institution. LTG Graves expressed his encouragement that such a prestigious organization would take specific note that our faculty is not the faculty of a civilian institution and that the key determination of a faculty's credentials is the quality of education provided the cadets. Overall, the Academy was pleased by the report and the accreditation of these engineering programs.

(2) FUNCTIONAL AREA RESOURCE REVIEW: The Superintendent earlier mentioned we hoped to mitigate any reductions in resources by justified programs and solid costing data. The new Army Chief of Staff, General Sullivan, is highly supportive of the Military Academy. He recognizes its importance to the Army and the nation as a developer of leaders of character and recognizes its other contributions to

the Army. He told LTG Reno, the Army Deputy Chief of Staff for Personnel and our DA staff point of contact to: 1) Make sure we know what resources West Point needs to do their job right. 2) Make sure DA has a reliable process that provides the needed resources.

LTG Reno will conduct a Functional Area Resource Review of West Point to verify our resource requirements. He and key players will be here next week to look at requirements for the current budget years, FY92 and FY93, in order to correct any shortfalls now. FY92 looks good right now. FY93 has shortages of about \$16 million for Infrastructure Revitalization, other Base Operations requirements and Summer Training at Fort Knox. LTG Graves assured the Board that USMA will be taking special care to ensure that LTG Reno understands the thoroughly integrated nature of the New Model for cadet development including Individual Advanced Development in the Academic, Military and Physical programs. In November 1991 he will return to look at the requirements for the Program Objective Memorandum (POM) years, FY 94 to FY99. The Funding Authorization for FY 92 and FY93 will be an important baseline as we look to the POM years. We will discuss the resource impacts of the reduction in the size of the Corps of Cadets to 4000 cadets, if the language of the HASC and SASC markup of the 92 Authorization Act passes.

(3) DEFENSE ADVISORY COMMITTEE ON WOMEN IN THE SERVICE (DACOWITS): The Superintendent told the Board that Mrs Sally Kennedy, a member of DACOWITS from Ann Arbor, Michigan, will be at USMA 11 October. Her visit is in conjunction with a DACOWITS tasking to the Military and Air Force Academies to prepare a self-assessment on women at the service academies. USMA will prepare a comprehensive evaluation and written report for presentation at the Spring 92 DACOWITS Conference. The Office of Leader Development Integration is coordinating Mrs Kennedy's visit and the preparation of the report.

(4) GENERAL ACCOUNTING OFFICE REPORT ON DOD SERVICE ACADEMIES: The GAO, as discussed at the organizational meeting, is reviewing, on several levels, the DOD Service Academies and Preparatory Schools. The GAO I Report, Improved Cost and Performance Monitoring Needed, was issued in July. That report addressed: 1.) Cost of Graduates reporting; 2.) Concerns about the faculty and academic program; 3) Performance of Academy graduates; 4) Oversight

A copy of the final report was provided to the Board for review. Our disagreements with the final report are as LTG Palmer stated to the Board when discussing the draft report at the organizational meeting in April. However, the report's recommendations are rather innocuous. DOD concurred or partially concurred with all the recommendations in the draft report, except one. That recommendation, number five, was that the Secretary of Defense ". . .appoint a high-level commission to evaluate the effectiveness of alternative means of providing external oversight and advice to the academies. "...That recommendation in the final report now reads the Secretary of Defense "... evaluate alternative means of providing external oversight and advice to the academies." This change eliminated another independent review panel.

USMA concurs with the DOD responses. So, while we concur with the responses, we now need to maintain a dialogue with the members and staffs of the SASC and HASC personnel subcommittees to ensure review of the report in the proper context. LTG Graves stated USMA looks forward to continuing its education process with the SASC and HASC. He also noted the Board was scheduled to discuss the GAO reviews as a subject for the next day's afternoon session.

(5) ATHLETIC PROGRAMS: LTG Graves next reported on two issues which affect the Academy's intercollegiate athletic programs. The first, as noted earlier by Mr. Hamilton, is that the Senate Armed Services Committee recommends in section 507 of the FY 92 Defense Authorizations Act that the Secretary of Defense be required to establish an independent board to annually examine the military service academies' athletic programs. The board would be chartered to specifically examine the areas of academic integrity, fiscal matters, equality of support for athletes in non-revenue and women's sports, and examine ways in which the academies can provide role models for civilian institutions through a commitment to the student-athlete, and other areas of the athletics programs they deemed necessary

The SASC believes the service academies are well situated to provide national leadership in this area. The SASC does not intend for this board to infringe on the prerogatives and purview of the existing Boards of Visitors but, rather, as an independent review panel assessing all three athletic programs in the context of the national debate over the appropriate role of athletics in higher education. The SASC further recommends that the Secretary of Defense should appoint as chairman a nationally respected individual with experience in public leadership roles and extensive knowledge of military service and higher education. The

SASC further recommends that all three academy Superintendents be members of the Board

LTG Graves believes this legislation is unnecessary. The Academy saw such a Board as redundant since the Boards of Visitors of the service academies are positioned to perform this function, especially as they already have an individual and collective knowledge of the institutions, their missions, and programs. Additionally, the service academy superintendents and their key staffs annually review the athletic programs and the role of the cadet-athlete at the annual Conference of Service Academy Superintendents. Finally, the NCAA has already made this an issue of major concern and policy. LTG Graves concluded by stating that if such a Board is necessary, the academies would recommend composition by members of the Boards of Visitors of the Service Academies.

(6) NATIONAL COLLEGIATE ATHLETIC ASSOCIATION PILOT CERTIFICATION PROGRAM: The next issue affecting the intercollegiate athletic program is the NCAA Pilot Certification Program. This program is an extension of the existing five-year self study required of all members by the NCAA constitution.

The Superintendent advised the Board USMA volunteered to take part in the pilot program in February 1990. We will begin the self study process on 2 October 1991 and expect it to take approximately 90 days to complete. It should take an additional 75 days from the submission of the self-study to complete the certification process. The purpose of the program is to provide the institution, with assistance from the NCAA, the opportunity to conduct a comprehensive examination of athletics program to ensure that operation of the program is consistent with the goals, purposes, and standards of the institution. LTG Graves stated we believe this program provided us the unique opportunity to conduct an extensive self-study and review of our athletics program in a manner and under comparable auspices as we conducted for our Middle States decennial accreditation and our recent ABET accreditation. We further believe that our philosophy that all cadets are athletes and all athletes are first and foremost cadets requires us to take the lead, nationally, in this program. The Superintendent noted that the Board members have a complete copy of the related NCAA materials on this program for their review.

(7) CLASS OF 1996 ADMISSION STATUS: LTG Graves told the Board that one of the concerns with the increased active duty service obligation was that it would adversely affect the quality and

numbers of applicants and candidates for admissions. This anticipated, adverse effect would occur simultaneously with an overall decline in the eligible population. USMA is actively monitoring both the numbers and quality of applicants for the class of 1996. To date, both numbers and quality are up from this time last year. While these figures are encouraging, it is still 10 months until admission of the Class of 1996. Keeping these highly qualified applicants through the nomination and evaluation phases will be crucial to our success. LTG Graves stated USMA would provide the Board a status report as of 4 September and periodic updates as the Class of 1996 goes through the admissions cycle

(8) EISENHOWER MASTERS DEGREE: The Superintendent advised the Board that the Eisenhower masters degree will be considered as a matter of reconciliation between the House and Senate versions of the FY92 Defense Authorizations Act. The enabling legislation to authorize the Academy to confer the degree is in the House version of the Bill but not that of the Senate. The conference committee will meet soon. LTG Graves explained that USMA deeply appreciated the Board's continuing support for the program and the degree, which only recognizes the work these young officers accomplish in the program. He asked the Board to make this an item of discussion with their colleagues and others who can influence the outcome of the conference.

(9) REGULAR ARMY versus OTHER THAN REGULAR ARMY COMMISSIONS: LTG Graves reported to the Board that at their last meeting, LTG Palmer reported that this issue appeared to be dead. LTG Graves said that LTG Palmer's conclusion was based upon the following conditions: (a) The language in the proposed legislation required the Secretary of Defense to report to Congress on the desirability of such a commissioning program within 60 days of the passage of legislation. (b) The report, recommending against such action, was submitted on time.

As noted earlier by Mr. Hamilton in his report on pending legislation, the Senate Armed Services Committee mark-up of the FY92 National Defense Authorization Act, section 501, stated the SASC belief that "... all officers, regardless of their source of commission, should compete for regular commissions on the basis of their demonstrated performance and potential." Legislation to implement this statement is included in the SASC report. The legislation as proposed would eliminate the regular commission for all service academy graduates, ROTC scholarship and distinguished military graduates, and those whose performance in OCS warrants a regular commission. All initial appointments would be reserve.

The Superintendent advised the Board that the Army strongly opposed this legislation, as did the other services, because: (a) These lieutenants traditionally receive regular commissions on the basis of their demonstrated performance in pre-commissioning development. (b) They show the highest potential for valuable service to the nation. (c) The regular commission denotes a commitment on the part of the service and the individual to professional growth and development as an officer. LTG Graves added that removing the regular commission would reduce the service's commitment to the officer, and he believed weaken the graduate's commitment to a full service career. He expressed his concern that the legislation would foster a career conditional attitude (d) The current policy is responsive to the Army's needs and is equitable as it is based on demonstrated performance.

LTG Graves concluded by saying that the Academy and, he was sure, the Army greatly appreciated the Board's active concern and willingness to take a formal position on the issue as they discussed during Mr. Hamilton's presentation.

8. As a result of the Superintendent's update, and after discussion and polling of the members, the Board requested the following items be placed on the agenda for the next meeting: (1) Women's Issues: A short briefing on the DACOWITS Visit and Report, Gender Issues and Leadership, and an introduction to the training tape "Chill in the Classroom." (2) An executive Summary on the Financial Structure and Operation of the Academy to assist the membership in understanding the resourcing, terminology, etc., referred to in the various briefings.

9. Mr. Laughlin then extended the congratulations of the Board to Brigadier General Bramlett on his selection for promotion to Major General. He conveyed the Board's pride in his number one standing on the selection list and stated it was an indication of the quality of officer assigned to USMA. The Board then recessed for the evening.

10. The Board reconvened Friday, 13 September, at 7:45 a.m., in the Thayer Award Room for a group photo. The members then moved to the Conference Room for the morning session.

11. RESOLUTION. The first order of business was the drafting and adoption of a Resolution Opposing the Legislation that Mandates the Initial Appointment of All Officers as Reserve Officers. The Resolution is at Enclosure 3. The Board then addressed the remainder of the Agenda.

12. **INTERSESSION:** Brigadier General Bramlett, Commandant of Cadets, provided the Board with the update on Intersession requested by the members at the Organizational Meeting. The slides are at Enclosure 4. A summary of the two year history of the two week period between academic semesters called Intersession was given. The emphasis in Intersession is on military skills, providing professional knowledge and development to the cadet and work on physical education subjects while not in competition with academic subjects. An explanation of the development and purpose of the Intersession instruction schedule (primarily military science courses) and its evolution and refinement through lessons learned by the two year experience was provided. Because West Point is of itself military, the collection of military training into the Intersession period did not mean the academic semester is devoid of military training. Examples were given such as drill and ceremonies, the use made of the Commandant's Hour for professional development and providing essential information throughout the year to keep the Corps aware of their mission and roles both in the field Army and in the Corps of Cadets. The key point is that none of the information is graded so as not to compete with academic preparation. Details on the types of year round military training given are at Enclosures 4.

13. **PROJECT ENRICHMENT.** Colonel Hammond presented an update briefing to the Board on the results of the implementation of Project Enrichment after two years experience. This program has proven extremely popular with the Corps of Cadets. The program is designed to optimize cadet development. It is based on the concept that all cadets undergo a common development experience, the baseline requirements. Enrichment provides opportunities for development beyond this baseline. It is really individual advanced development in the academic, military, or physical programs. The program has two types of enrichment, Summer and Academic. During the summer, participation in enrichment is required of the rising junior and senior classes provided they have satisfied the baseline requirements. Cadets decide what they are going to do for enrichment based on their interests, talents, and abilities. The statistics on cadet participation in Project Enrichment are shown at Enclosure 5-3. During the academic year, enrichment is optional. Cadet attention is focused on satisfying baseline requirements. However, over half of the cadets are choosing to go beyond the baseline during the academic year.

14. **REVITALIZATION OF INFRASTRUCTURE.** Colonel Michael Allen, Chief of Staff, updated the Board on the USMA infrastructure revitalization program. The Board requested this update at the Organizational Meeting. The slides at Enclosure 6 were used in the

briefing. West Point is unique among Army installations due to the nature, architecture, and size of its facilities when compared to similar institutions. The Army guideline on structure revitalization is 25 years. The average age of USMA structures is 56 years. Colonel Allen pointed out that USMA is not unique among educational institutions with its facility and infrastructure problems. A survey of other educational institutions indicated that it is the number two problem nationwide ranking only below spiraling tuition costs. The essential root of USMA's problem is that the annual recurring requirement for maintenance and infrastructure repair was consistently understated. To overcome the infrastructure deterioration and reverse the trend, USMA developed a program briefed to and carefully studied by HQ DA. The Army response to this program was to include a 112 million dollar increase in USMA's program budget for the years 1992-97. Colonel Allen next briefed a series of steps in design and project development which USMA developed to ensure expeditious contracting for programs as funds became available. He noted that USMA was able to award 1.6 million dollars for infrastructure revitalization in FY91 and was developing nearly 20 million dollars of design projects for FY92. He concluded his briefing by pointing out that the end state of the West Point revitalization program in FY92 is both a set of facilities and a program which maintain the campus in good repair and remain functionally adequate for the purposes of West Point.

15. **OBSERVATION OF ACADEMICS.** The Board recessed the morning session at 10:00 a.m. to attend academic classes. A cadet escorted each member to a specific academic class. At the conclusion of this participation in and observation of the academic program, the members joined their cadet escorts for lunch in the Cadet Mess, Washington Hall.

16. **OBSERVATION OF CADET LIFE.** Following lunch, the members were taken by their cadet escorts to their respective cadet barracks area for a view of cadet living conditions and a discussion with members of the Corps on the aspects of cadet life and living arrangements.

17. **ROUNDTABLE DISCUSSION WITH EISENHOWER FELLOWS.** The afternoon session of the Board meeting convened at 1330 in the Thayer Award Room with a roundtable discussion with the Eisenhower Fellows. Students in the first and second year of the fellowship as well as graduates joined the members in a discussion and question-and-answer period on all aspects of the program, its benefit to the Academy in

enhancing cadet development, and the long range benefits to the individual in professional development as a leader.

18. The Board moved to the Superintendent's Conference Room for the remainder of the afternoon session. LTC Furr announced that Ms. Maki Matsomoto of the GAO Review Team; Mr. Tom Russo of the Hudson Valley News; Ms. Mary-Jane Pitt of the News of the Highlands; Mr. Allen Snel of the Times Herald Record; and Mr. Zachary, a member of the local community, had joined the meeting audience. Mr. Laughlin, the Chairman, welcomed them to the meeting.

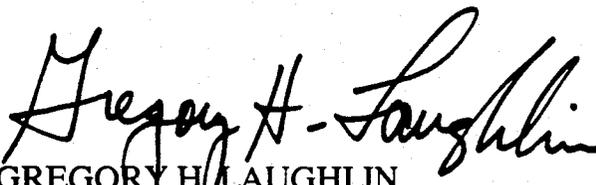
19. **CADET LEADER DEVELOPMENT SYSTEM:** General Bramlett presented an update on the Cadet Leader Development System and its implementation using the slides at Enclosure 7. Topic 2 (Fourth Class System) of the 1990 Board of Visitors Annual Report requested this update. The Cadet Leader Development System (CLDS) is an evolutionary program and is an outgrowth of several studies done on the "fourth class system" during 1989. General Bramlett pointed out that essentially CLDS codified the requirements for each class in a single document. Not only is there still a fourth class system, but there are also third, second, and first class systems. General Bramlett pointed out that CLDS was more of a change for the upper classes than the fourth class. He noted the Class of 1991 was exceptional in its acceptance and implementation of CLDS. The Class of 1992 was uneven in its acceptance when they were the second class but are much more positive now that they are leading the Corps. He noted in conclusion that the plebe year remains tough and stressful, and by design teaches self-discipline, subordination and selflessness. The remaining three years build on that foundation with the development process intensifying as cadets assume leadership roles by position and class. General Bramlett also provided the members of the Board the current CLDS manual, USMA Circular 1-101

20. **GENERAL ACCOUNTING OFFICE REVIEWS.** The Board received a status briefing on the General Accounting Office (GAO) Reviews of the Service Academies and the Preparatory Schools from Colonel Allen, Chief of Staff. The first review, (GAO I) DOD Service Academies: Improved Cost and Performance Monitoring Needed, final report has been issued and the Board members provided a copy. The second study (GAO II) is in the data collection phase with a team from GAO on site at West Point. The study of the Preparatory Schools (GAO III) at the time of this meeting was in the final data analysis stage and draft report writing. However, there were no dates set for either an outbriefing or completion of the draft report. The Board discussed

various portions of the GAO I Report. Their particular concern was the report's criticism of the (1) USMA faculty; (2) The Board's role as an independent oversight agency, and (3) the overall performance of graduates of the academy. The Board directed that USMA provide information on the following topics pertaining to this report at their next meeting: Faculty Selection Procedures to include Rotating, Permanent Associate Professors, and Professors, USMA, and Graduate Performance, not only retention and selection data for active service officers, but also assessment of academic achievements.

21. **PRIVATIZATION.** Colonel Wilson briefed the Board using the slides at Enclosure 8 on the concept of privatization and how it pertains to USMA. Essentially, privatization is largely an untapped potential for public and private partnership in military facilities and services and a potential source of alternative funding. USMA has in fact studied the application of privatization and developed some projects to avail ourselves of the potential to improve facilities at West Point. The proposed Hotel Thayer development is an example of privatization. USMA is also looking at the potential to apply privatization to Michie Stadium. USMA will provide the Board periodic updates of privatization projects being considered or implemented.

22. **ADJOURNMENT.** The Chairman asked if there were any other items of business for the Board to consider. There being no further business, the Chairman requested a move for adjournment. The motion was made, seconded and approved. The September meeting of the Board of Visitors was adjourned at 1615 hours.


GREGORY H. LAUGHLIN
United States House of Representatives
Chairman
USMA Board of Visitors


STEPHEN R. FURR
Lieutenant Colonel, U.S. Army
Executive Secretary
USMA Board of Visitors

**AGENDA
SEPTEMBER MEETING
UNITED STATES MILITARY ACADEMY BOARD OF VISITORS
12-14 SEPTEMBER 1991
Superintendent's Conference Room, Taylor Hall**

THURSDAY, 12 SEPTEMBER 1990

2000-2200 BOARD OPENING SESSION

- o Call to Order
Chair
- o Administrative Remarks
LTC Furr
- o Opening Comments and Introduction of Agenda
Chair
- o USMA Response to 1990 Board Recommendations
LTC Furr
- o Review and Approval of Organizational Meeting Minutes
Chair
- o Report back on Pending Legislation
Mr. Hamilton, Admin Assistant to Secretary of the Army
- o Remarks by Superintendent
LTG Graves

FRIDAY, 13 SEPTEMBER 1991

0800-1000 MORNING SESSION

- 0800-0830 Report on Military Intersession
General Bramlett
- 0830-0900 Report on Program Enrichment
Colonel Hammond
- 0900-1000 Update on Upgrade of Infrastructure
Colonel Allen

- 1000-1020 Break

- 1030-1125 Attend Academic Classes

- 1200-1230 Lunch, Cadet Mess

- 1230-1325 Visit Cadet Barracks

ENCLOSURE 1 to APPENDIX III

1330-1730 AFTERNOON SESSION

1330-1430 Round Table Discussion with Eisenhower Fellows
Colonel Wattendorf

1430-1500 Update on Cadet Leader Development System
General Bramlett

1500-1530 Update on GAO Reviews
Colonel Allen

1530-1600 Break

1600-1630 Privatization
Colonel Wilson

1630-1700 Closing Remarks
Chair

1700 Adjournment

USMA-RELATED PROVISIONS
HOUSE AND SENATE VERSIONS
FY 92/93 DOD AUTHORIZATION ACT

<u>Item</u>	<u>Senate</u>	<u>House</u>	<u>Comments</u>
Masters Degree in Leader Development (Eisenhower Program)	(Silent)	Authorizes Superintendent to Confer Masters Degree (Sec 509)	Awaiting Results of Joint Conference
Size of Academy Student Body	(Silent)	Manage by Controlling Strength of Academy Rather Than by Entering Class Size. Maximum Strength of 4000 for Class Years Beginning After 1994. (Sec 505)	Awaiting Results of Joint Conference
Initial Appointment of Commissioned Officers	All Commissioned Officers to Be Initially Appointed as Reserve Officers Regardless of Commissioning Source (Sec 501)	(Silent)	Awaiting Results of Joint Conference
Authority to Waive Maximum Age Limits for Admission to Military Academies	Authorize Service Secretaries to Waive Maximum Age Limits for Anyone Who Lost Eligibility for Admission on Basis of Age Due to Service in Persian Gulf Area During Desert Shield/Storm (Sec 509)	(Silent)	Awaiting Results of Joint Conference

ENCLOSURE 2 to APPENDIX III

<u>Item</u>	<u>Senate</u>	<u>House</u>	<u>Comments</u>
Athletic Programs at Service Academies	SECDEF to Establish Independent Board to Examine Annually: Academic Integrity, Finances, and Equality of Support for All Athletic Programs. Develop Model for Civilian Institutions for Commitment to Student-Athletes (Sec 507, Report Language)	(Silent)	No Action Pending Passage of Legislation
Recruiting Video Tape on Academies	(Silent)	Directs SECDEF to Evaluate Feasibility of Producing a Current Video as Recruiting Tool for Members of Congress (Language)	No Action Pending Passage of Legislation

USMA-RELATED ITEMS
HOUSE AND SENATE VERSIONS
FY 92/93 DOD AUTHORIZATION AND APPROPRIATION ACTS

<u>Project</u>	<u>Est Cost</u>	<u>SASC</u>	<u>HASC</u>	<u>Jt Conf</u>	<u>SAC</u>	<u>HAC</u>	<u>Jt Conf</u>
Convert a Warehouse Admin Facility into an In-Processing Admin Facility for All Civilian and Military Personnel (13389)	\$7.0M	Approved	Disapproved	?	?	Disapproved	?
					<i>APPROVED</i>		
Convert and Modernize Three Buildings to Provide Admin Facilities for Provost Marshal, Criminal Investigations Division, Office of Institutional Research, Garrison Commander and Staff	\$7.3M	Approved	Approved	N/A	?	Approved	?
					<i>APPROVED</i>		7.3 vs 88



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

13 September 1991

A Resolution
Opposing the Legislation that Mandates
the Initial Appointment of All Officers as Reserve Officers

Whereas, the concept of a small, highly trained Regular force supplemented by Reserve forces dates back to 1789 and,

Whereas, the Regular officer corps forms the nucleus of the Regular forces and,

Whereas, an initial appointment as a Regular Second Lieutenant denotes a commitment by the service and our Nation to develop a junior officer as a professional; and the acceptance of such a Regular appointment denotes a commitment by the officer to develop as a professional and,

Whereas, these Regular initial appointments are based upon demonstrated exceptional performance in pre-commissioning programs, without respect to source of commission and,

Whereas the Congress has frequently and consistently recognized the benefit and value to the Nation and the services of Regular and Reserve commissions and such a system has been and is responsive to the needs of the Nation and services for officers, and

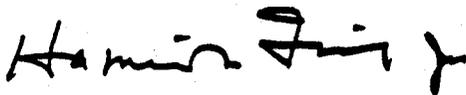
Whereas no need has been demonstrated to change the long-standing, traditional system of officer appointments which has proved successful throughout our Nation's history.

ENCLOSURE 3 to APPENDIX III

Therefore, be it resolved that the Board of Visitors of the United States Military Academy opposes the proposed legislation contained in Section 501 of the FY92 Defense Authorizations to make all initial appointments in the armed services Reserve commissions and strongly recommends the rejection of this legislation



Honorable Greg Laughlin
Chairman
USMA Board of Visitors



Honorable Hamilton Fish, Jr.
House of Representatives
Washington, DC 20515
Member



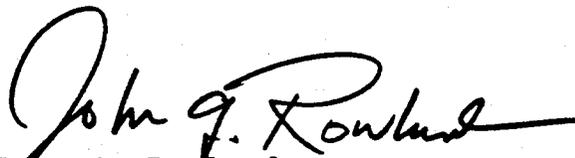
Edwin Meese III
Distinguished Fellow
Heritage Foundation
Washington, DC 20002
Member



Sally McKenzie
Dallas, Texas 75205
Member



Hector M. Hyacinthe
Ardsley, New York 10502
Member



John G. Rowland
Waterbury, Connecticut 06710
Member

Intercession (Update)

- **Quick History**
- **Current Model**
- **'92 Refinements**
- **Projection**

ENCLOSURE 4 to APPENDIX III

Interession Mission

**Teach, Train and Exercise
the United States Corps of Cadets
in Military Leader Skills
and Selected Professional Knowledge
and Physical Education Subjects;
and Accomplish Administrative Tasks,
as required.**

Commandant's Hour

- **MS101C: Introduction to the Profession of Arms (10)**
- **MS201C: Role of the Junior NCO (10)**
- **MS301C: Duties of Senior NCOs and Officers (10)**
- **MS401C: Branching and First Assignment (21)**
- **Cadet Leader Development Instruction and Execution (50)**
- **Honorable Living in the Army (24)**
- **Sandhurst Competition**
- **Preparation for Field Army Training (20)**

Quick History

- **Began January '90**
 - **Result of three years of study**
 - **Avoids competition with academics**
 - **Allows expanded focus**

- **January '90 Iteration**
 - **Military Science (MS) Courses**
 - **Some Physical Ed (PE) for some cadets**
 - **Not busy enough**

- **January '91 Iteration**
 - **Dramatic change**
 - **Schedule by modules**
 - **MS courses (expanded)**
 - **PE for all**
 - **Professional Development (PD) for all**
 - **Commandant's Hour for all**

Intersession '91

Time	Regiments			
	1st	2nd	3rd	4th
0715 - 0905	MS	PD	PE	MS
0915 - 1105	Lab/Cmdt's Hour	PE	PD	Lab/Cmdt's Hour
1115 - 1150	Lunch	Lunch	Lunch	Lunch
1200 - 1350	PE	MS	MS	PD
1400 - 1550	PD	Lab/Cmdt's Hour	Lab/Cmdt's Hour	PE

MS - Military Science
PD - Professional Development
PE - Physical Education

92 Refinements

- **Less choice, more discretionary time**
- **MS tailored (fewer hrs in-class instruction)**
- **PD Lectures**
 - **Mandatory for 2**
 - **Others voluntary**
- **3rd Class PE**
- **Personal Finance taught during PD**

Military Science

- **1st - Transition to Officership**
- **2nd - Platoon Readiness**
- **3rd - Combined Arms Operations I**
- **4th - Map Reading and the Troop Leading Procedures**

Physical Education

- 1st - War Fighting Fitness
- 2nd - Lifetime Sports
- 3rd - Fitness Development
- 4th - Fundamentals of Physical Fitness

Professional Development (Lectures)

- **Overall Theme - Operation Desert Storm**
 - **US Marine Corps**
 - **US Air Force**
 - **US Navy**
 - **British Role**
 - **Strategic Mobility**
 - **Lessons Learned in Joint Operations**
 - **Challenges of Leadership in a
Changing World**

Professional Development (Leader Development)

Personal Finance

- 1st - Pay & Allowances, Lieutenant's Budget
- 2nd - Buying a Car, Car Insurance
- 3rd - Time Value of Money
- 4th - Banking Services, Credit Cards, Budgeting

Chain of Command

- 1st - Command and Staff Functions
- 2nd - Duties of Noncommissioned Officers
- 3rd - Team Leader Training
- 4th - Company Team Building Exercises

Commandant's Hour

- **Branch Orientations for 2nd Class Cadets**
- **Cadet Advance Training Briefings for
2nd and 3rd Class Cadets**
- **Military Science Practicum**
- **Company Meetings**

PURPOSE

- Enhance Motivation, Self-Confidence, and Skill Development
- Optimize Cadet Development

ENCLOSURE 5 to APPENDIX III

ENRICHMENT

- Individual Advanced Development
- Broad Spectrum
 - Classroom to Hands-on
 - Academic, Military, Physical
 - At USMA & Away From USMA
- Cadet Participation in Choosing Among Opportunities
- Summer Requirement (for Juniors & Seniors)
- Academic Year Opportunities

PARTICIPATION

<u>ENRICHMENT</u>	<u>SUMMER '90</u>	<u>SUMMER '91</u>
Academic	700	700
Military	950	1000
Physical	75	125
Two Year Trend:	55% Military 40% Academic 5% Physical	

Facilities

The Infrastructure is Broken

ENCLOSURE 6 TO APPENDIX III

GENESIS OF THE PROBLEM

Annual Recurring Requirement (ARR) Understated

Unique Among Army Installations

Typical Installation

West Point

Post Chapel

Cathedral

Dining Facility

Cadet Mess

Post Gym

Arvin Gymnasium

OBJECTIVES

(West Point Revitalization)

- **Arrest Long Term Deterioration**
- **Sustain USMA**
- **Establish Standards for Leaders**
- **Preserve National Landmark**
- **Address Environmental Issues**

Funding Sources

(West Point Revitalization)

OMA

AFHO

AFHC

MCA

NAF

Privatization/Leverage

Donation (Gift)

Priorities

(West Point Revitalization)

- Critical Safety / Health / Environmental Issues
- Functional Facilities
- Prevent Further Damage
- Replacement to Maintain Life Cycle

(Sustaining operations at USMA and the synchronization of funding sources will also impact on the plan)

PROGRAM VALIDATION

Engineer & Housing Support Center (EHSC)

- ARR Validation
- Project Validation
- Program Support

Army Response:
WEST POINT REVITALIZATION

\$112 Million FY92-97 POM Plus-Up

RPM Slice of the Program

(West Point Revitalization)

	PROJECTS	Estimated Cost (Constant FY91 \$)
Utilities and Roads	66	\$43.5 Million
Building Envelopes	35	\$17.7 Million
Building Systems	21	\$12.9 Million
Total	122	\$74.1 Million

NEW CONSTRUCTION

(West Point Revitalization)

<u>PROJECT</u>	<u>COST</u>	<u>FY START</u>	<u>FUNDING SOURCE</u>
SCIENCE BUILDING	\$42 Million	FY95	APF
BLAIK BUILDING	\$ 7 Million	FY94	APF/Donation
HOTEL THAYER	\$43 Million	FY91/92	Privatization
HOUSING	\$25 Million	FY	Privatization/ Leverage STAS
AOG BUILDING	\$ 5 Million	FY92/93	Donation

Investments in the Future

(West Point Revitalization)

30 Studies To Support Future Projects

\$ 2.9 million



\$ 100 million in Projects

49 Designs For Future Execution

\$ 3.8 million



\$ 38 million in Projects

END STATE

FY 97

(West Point Revitalization)

The END STATE is both a set of facilities and a program that maintains campus facilities in good repair so that they are functionally adequate for instruction, training, research, campus life, visitors, and community.

Results (END STATE)

(West Point Revitalization)

Science Building	Achieve Educational Needs
Demolition/Disposition	642,000 square feet
Maintenance Backlog	Eliminated
Public Building	Revitalize 7 Buildings
Quarters	Revitalize 599 Quarters
Revitalization Rate	Achieve average 1.61% of plant replacement value from 1992-1997. The Army Goal is 1.75%.

**Cadet Leader Development System (CLDS)
(Update)**

- **Quick History**
- **What CLDS is**
- **What CLDS is not**
- **Where we were (ca. Mar/Apr '91)**
- **Where we are (Sep '91)**

ENCLOSURE 7 to APPENDIX III

Quick History

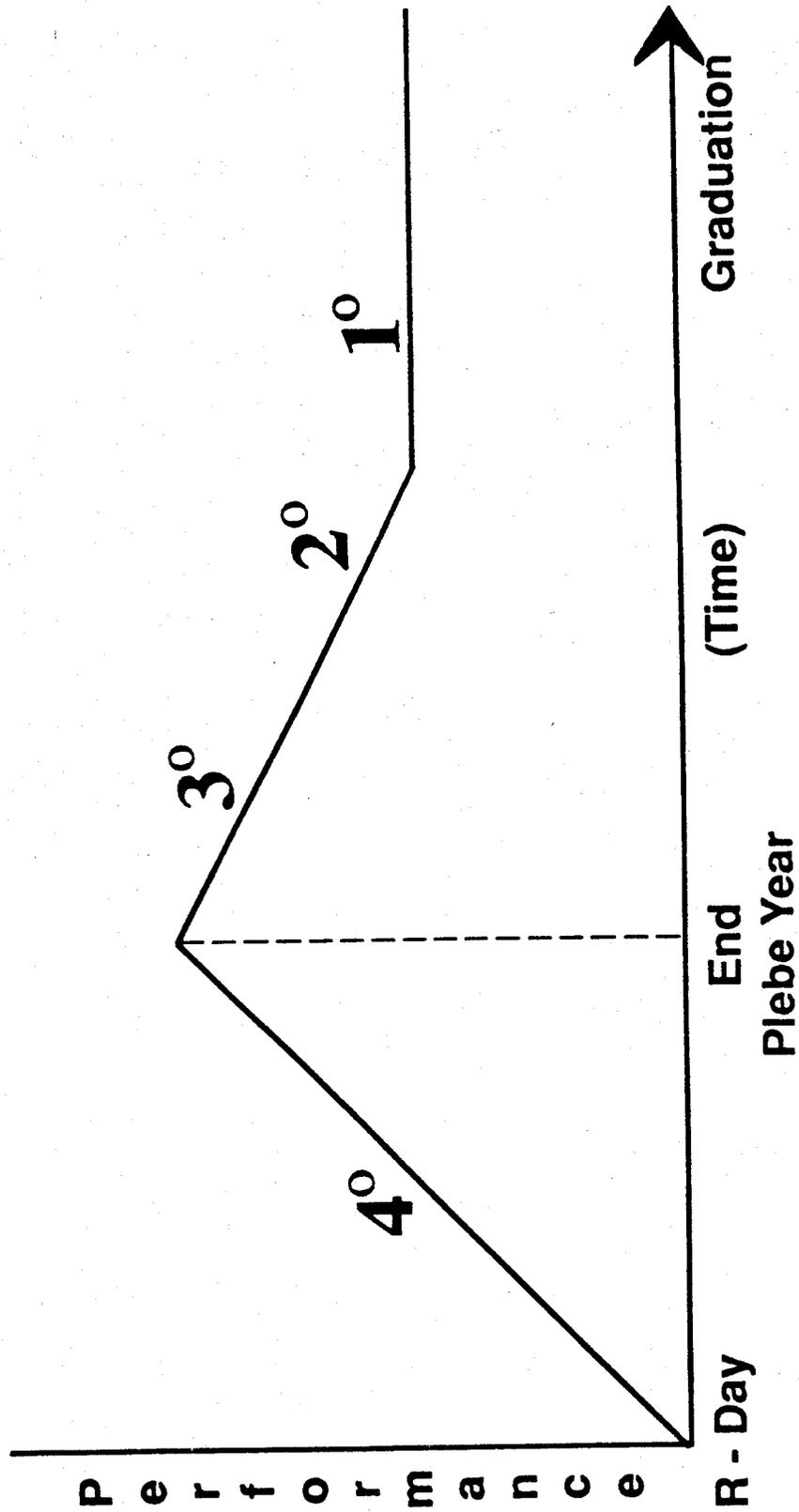
- Long-standing concern over "Plebe System"
- Numerous reviews/approaches
- "Plebe System" constantly changed
 - Bracing
 - Home for Christmas
 - Plebe Poop
 - Pinging
 - Squaring Corners
 - Etc.

(Con't)

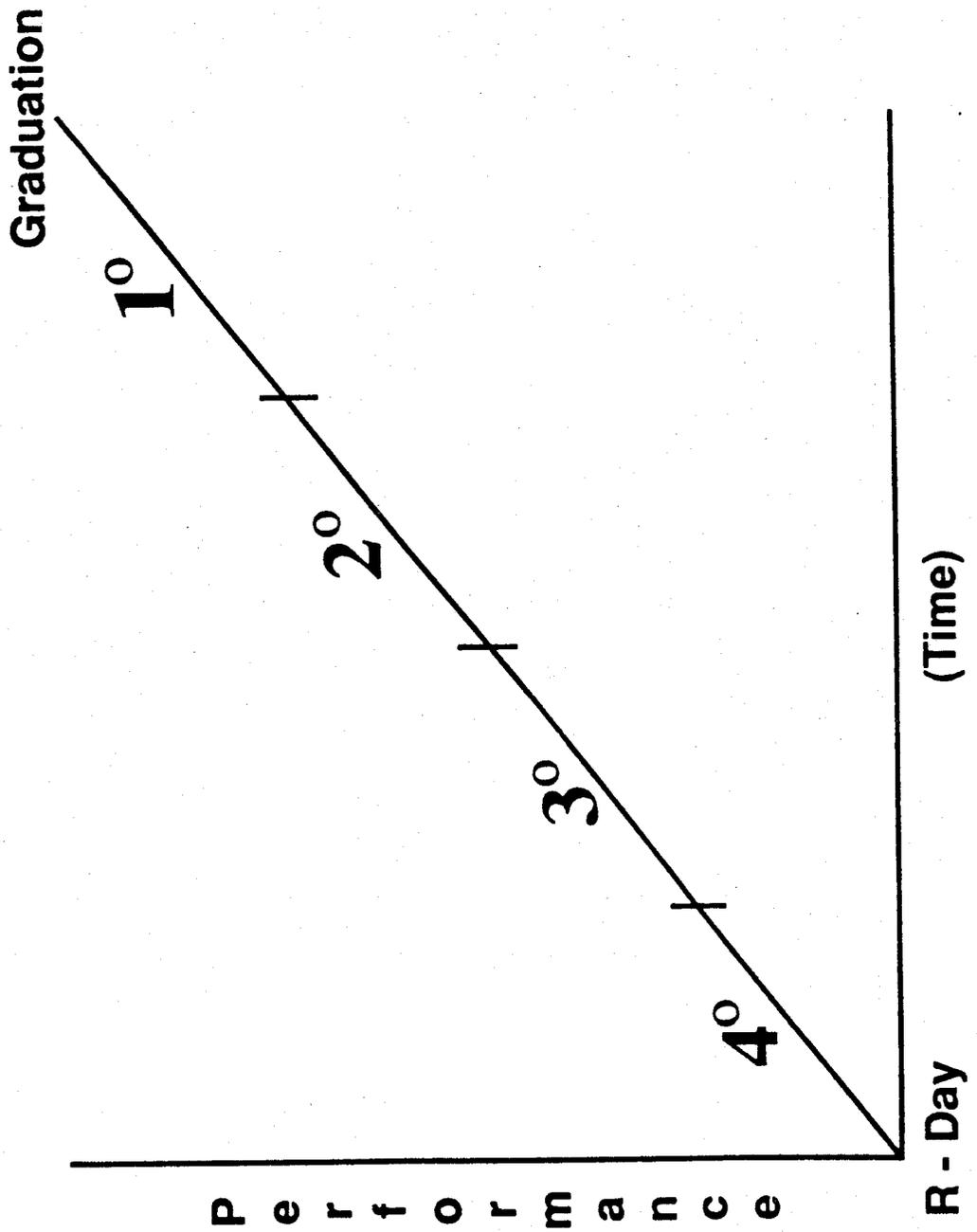
Quick History

- Institutional Self-Study (1988)
- Three Committee Review (1990)
 - Cadets
 - Staff & Faculty
 - Alumni
- Strong endorsement for:
 - "A set of guidelines should be developed for the Third, Second and First Classes that relate class responsibilities and duties with the leader development system."

Cadet Development Under The Fourth Class System



The CLDS Alternative



What CLDS Is

- Four Class System
- Codification of past practice/policy
 - Duties/Responsibilities/Roles
 - Sequence of development
- Preservation of "Plebe System" as one of four

(Con't)

What CLDS IS

- **One source document (capstone reference)**
 - **Philosophy**
 - **Four classes**
 - **Leadership Principles (to follow)**
 - **Leadership Dimensions (to develop)**
- **Defines what makes USMA different**
- **Enforceable**

What CLDS IS NOT

- Elimination of the "Plebe System"
- Revolutionary in approach
- In final form

1990

Assessment (1)

- **General Acceptance**
 - **Perception of Big Change**
 - **Education Key**
 - **First Class Exceptional**
 - **Second Class Uneven**

Assessment (2)

- **Specific Improvements**
 - **Responsibility and Accountability**
 - **Team Leader Role**
 - **Chain of Command Functioning**
 - **METL**
 - **Special Projects**
 - **Contiguous Location of First Class**
 - **Development of Fourth Class**
 - **Role Modeling by First Class**
 - **Practicing Good Leadership**

Assessment (3)

- **Specific Problems**

- **Vocal Minority**

- **“They’ve done away with the Plebe System.”**

- **“They’ve taken away our leadership tools.”**

- **“The plebes aren't afraid of us.”**

- **“The TACs are protecting the plebes.”**

- **“The plebes know the rules better than us.”**

- **“We can't discipline the plebes.”**

- **“What's wrong with the old system?”**

- **Misinformation/Education**

- **Confusion w/o Regulations**

- **Fourth Class Standards/Upperclass Competence**

- **Unit duties as a Fourth Class responsibility**

Where We Are (Sep '91)

- **Wide-spread Acceptance**
 - All '95, '94 know (50%)
 - '93, '92 better informed
 - Results
- **Anecdotal Indications**
 - Cadet Basic Training ('92, '93, '95)
 - Cadet Field Training ('92, '93, '94)
 - Reorganization Week (Questions)
 - Mess Hall

PRIVATIZATION

PUBLIC-PRIVATE PARTNERSHIP

"During the past couple of years we've been working with the Services, the Congress and private investors to encourage the use of authorities that permit the private sector to participate in financing defense facilities and services. Private entrepreneurs can help fill our needs while earning a market rate of return on their investment. Congress has approved such partnerships by providing enabling legislation, the Services are looking for potential uses of this authority and many private investors have exhibited interest.

We've found that the private sector approach can work well, but its full potential has not yet been realized..."

**Robert A. Stone
Deputy Assistant Secretary of Defense
(Installations)**

ENCLOSURE 8 to APPENDIX III

PRIVATIZATION

A process by which functions historically and traditionally performed by government agencies are transferred wholly or in part to private enterprises.

The government benefits from such arrangements through direct savings (and in some cases revenue generation) and private enterprise benefits through profits realized.

PRIVATIZATION

I. Concept for the Bicentennial & Beyond (CBB)

- **Goals**
- **Assumptions**
- **Alternative Funding Sources**

II. Privatization

Goals of the CBB

Obligation to Advance USMA

- **Leader Development Program**
- **Physical Plant to Support LD Mission**
- **Guarantee Margin of Excellence in Future**

CBB Assumptions

- o "2002" Roadmap = Strategic Guide
- o Program of Instruction essentially unchanged
- o Traffic into and thru Central Area restricted
- o Tourists will increase
- o Convert Stewart Army Sub-post Ownership
- o Development of alternative funding options
- o Corps of Cadets size will be 4000 Cadets
- o Plain reserved for parades, athletics, memorialization and visitors
- o Field Training will continue at West Point
- o New Housing built at Stoney Lonesome

CBB Funding Assumptions

- **Common Cadet Experience - Majority of Funding is Appropriated Funds**
- **Funding for enhancements and restoration may come from a variety of sources.**

- **Appropriated Funds**
- **Non-appropriated Funds**
- **Gifts & Endowments**
- **Leveraging**
- **Third party financing**

- **Each project offers a different funding opportunity (infrastructure vs structure)**
- **Investigate all potential funding opportunities.**

Goals of Privatization

- **Development of an alternative CBB funding source**
- **Develop public/private partnership opportunities**

- **To enhance the operation and/or revenue producing capability of existing facilities and real estate.**
- **To find better or more efficient ways to operate essential services.**
- **For the operation and maintenance of the infrastructure where advantageous.**

PRIVATIZATION EXAMPLES

WORKING

- **Hotel Thayer**

POTENTIAL

- **Galeville**
- **Michie Stadium**
- **Stewart Army Subpost**

**SUMMARIZED MINUTES
1991 BOARD OF VISITORS ANNUAL MEETING
NOVEMBER 1-2, 1991
WEST POINT, NEW YORK**

1. **CONVENING OF THE BOARD.** The Annual Meeting of the 1991 United States Military Academy Board of Visitors was convened by the Chairman, Mr. Greg Laughlin, at 7:08 p.m., November 1, 1991, in the Superintendent's Conference Room, Taylor Hall, United States Military Academy, West Point, New York. A quorum consisting of the following Board members was present:

Honorable Greg Laughlin, Chairman.
Mrs. Sally McKenzie, Vice Chairman
Honorable Hamilton Fish, Jr.
Honorable George (Buddy) Darden
Honorable William D. Lowery
Mr. Edwin Meese III
Mr. John H. Lindsey
Mr. John G. Rowland
(joined the meeting at 7:30 p.m.)
Mr. Hector M. Hyacinthe
(joined the meeting on 2 Nov)

2. **ADMINISTRATIVE REMARKS.** Mr. Laughlin called upon the Executive Secretary, LTC Furr, for administrative remarks.

a. LTC Furr announced for the record the other personnel present in the room as: Lieutenant General Howard D. Graves, Superintendent, United States Military Academy; Brigadier General David A. Bramlett, Commandant of Cadets; Brigadier General Gerald E. Galloway, Jr., Dean of the Academic Board; Mr. Milton Hamilton, Administrative Assistant to the Secretary of the Army; Colonel Michael Allen, Chief of Staff; Colonel Raymond Massey, Garrison Commander, and Colonel Patrick A. Toffler, Director, Institutional Research; Major Joseph Pallone, Office of Congressional Legislative Liaison; Lieutenant Colonel Stephen R. Furr, Executive Secretary to the Board; Miss Maryann K. Melville, Administrative Officer for the Board; and technicians from the Audio-Visual Division, Directorate of Information Management.

b. **AGENDA REVISION:** LTC Furr announced for the record that at the request of the Chairman, the start time of the meeting and the

published Agenda for the meeting were revised. The Chairman would discuss the revisions in his opening remarks.

c. APPROVAL OF THE SEPTEMBER MEETING MINUTES:

Following these announcements, LTC Furr presented the Minutes of the September Meeting for approval. The Board reviewed the minutes, a motion for approval was made and seconded and the minutes were approved without exception. The Board commended Miss Melville, the Board's Administrative Officer, for the exceptionally high quality of the September minutes and preparatory work for the annual meeting.

3. OPENING COMMENTS: The Chairman stated that he again wanted to welcome General Graves to the Board meeting. The Chairman indicated he wanted to express again the Board's purpose was to work with the Superintendent, to serve the President and the Nation in insuring that the Academy fulfill its mission of training leaders of the future. He had received very positive feedback from the Board members in regard to the thoroughness of the Superintendent's initial presentation to the Board at the September meeting. The Board was very impressed with the Superintendent's commitment to excellence at the Academy.

The Chairman discussed the purpose of the Annual Meeting which was to prepare the Board's Annual Report to the President. Schedule conflicts for some members had developed with the next day's schedule, 2 November. The Chairman elected to reorder the Agenda so that all members present could work on the Annual Report. The Revised Agenda for the Annual Meeting is at Enclosure 1. The Board then proceeded to the Revised Agenda.

4. REPORT ON STATUS OF PENDING LEGISLATION. Mr. Hamilton, Administrative Assistant to the Secretary of Army, was called upon by the Chairman to present an update report on the status of current legislation involving the Military Academy. The update paper at Enclosure 2 was provided to the Board. Two major items of concern were: One, the Eisenhower Master's Degree Program would not be favorably considered by the Joint Conference this year and that further action on this would be required in the future. Two, the Initial Appointment of Commissioned Officers as Reserve Officers would be reported out from the Joint Conference, but the wording would withhold implementation until the Class of 1997 -- in effect grandfathering those now in the system and allowing for further future review. Mr. Hamilton also reported to the Board that in response to the GAO Report the Office of the Assistant Secretary of Defense for Force Management was

designated as the point of contact for oversight issues pertaining to the service academies. A working level group meeting, chaired by that office, with representatives from each service was held on 1 November. The meeting resulted in the decision that a directive be prepared and implemented to establish a uniform cost accounting system for the academies' cost of graduates report. The group also discussed methods by which the Department of Defense could provide input to the work of the Board. It was proposed that DOD provide agenda items and ask the Boards of all the service academies to look at the topics from a DOD perspective.

At this time, Mr. John Rowland, Presidential Appointee, joined the annual meeting.

The Board continued with the legislative update. The members discussed at length the rationale behind and ramifications of the initial commissioning legislation. The Board had passed a resolution expressing their opposition to this legislation at the September meeting. Discussion continued on what further actions were open to the Board to affirm their firm negative position in regard to this legislation. It was decided to include the topic in the Annual Report and as an agenda item at the Organizational Meeting scheduled for early 1992.

5. REMARKS BY SUPERINTENDENT: The Chairman then called upon the Superintendent for his remarks to the Board. LTG Graves welcomed the Board to the Academy for their Annual Meeting. He stated again, for the benefit of the members not in attendance at the last meeting, the value he placed on the independent oversight provided by the Board.

a. The Superintendent restated his command priorities and the institutional goals developed since assuming the Superintendency.

o The primary goal is to produce the best leaders possible with a strong academic, physical, military, and moral-ethical foundation. Men and women prepared not only for military service, but for a lifetime of selfless service to the nation. This point will be emphasized to prepare them for the idea of service to the nation after military service.

o Restore an environment of stability and continuity at West Point while the new models for the pursuit of excellence are implemented in ways relevant to the changing world.

- o Strongly emphasize the quality of life for all members of the community while encouraging volunteerism in the community. That is, a personal involvement by the members of the community in solving the problems of the community.

- o Revitalize of the physical plant, facilities, and infrastructure

- o Establish and maintain open and accurate communications up and down the chain of command so that everybody is aware of what the policies and plans are and what the status of the effort is.

- b. LTG Graves next updated the Board on the following major issues:

- o Functional Area Resource Review:

- Phase I Meeting was a major success. We established and agreed to a baseline budget requirement of \$145M a year for the Military Academy to accomplish its mission.

- Revitalization of Infrastructure. DA has reduced the backlog of \$112M in maintenance and repair to \$75M by removing the \$30M for new housing in Stoney Lonesome. This action does not solve the housing problem but DA has taken the issue off the backlog and intends to deal with it separately.

- Phase II Meeting, 19 November. We will meet again with LTG Reno and his group and project our requirements out to 1997. The purpose is to look at major military construction projects. Priorities will be housing; repair of the mess hall, and repair of the gymnasium. The highest priority is to make the facilities we have for the cadets work they way they ought to work; then move to new construction.

- o NCAA Pilot Certification Program. We met with NCAA representatives on 2 October and began the self-study required for certification of our intercollegiate athletic program. Our programs will be examined to insure they are consistent with the objectives of the Military Academy. We estimate completion in January or February and the Board will be briefed on the outcome soon thereafter.

o DACOWITS Visit. I previously reported that a visit by a representative from DACOWITS was scheduled for West Point. Ms. Sally Kennedy from DACOWITS visited West Point on 8-10 October 1991. I met with her before she departed and can report to you she was very positive about our leader development approach.

o GAO II, the review dealing with issues associated with treatment of minorities, women and athletes, is still in the data collection stage. GAO III, the review dealing with the Service Academies Preparatory Schools, is in the draft report writing stage.

o Admissions Update. One of our concerns with the increased active duty service obligation for the Class of 1996 was that it might adversely affect the number and quality of candidates for admission, particularly women and minority candidates. To date, our concern appears unfounded. Both numbers and quality for the Class of 1996 are up from the Class of 1995 at this point in the admissions cycle.

6. ANNUAL REPORT PREPARATION. The Chairman recessed the open meeting at 8:30 p.m. and reconvened the Board in Executive Session to consider preparation of the Annual Report. The procedures planned for the writing of the Annual Report were discussed and agreed upon by the Board. A copy of the draft Conclusion and Recommendations developed at the direction of the Chairman, were distributed for review. After discussion and revision, the Board members arrived at a revised draft of the report. At 11:15 p.m., the Executive Session of the Board recessed.

7. SECOND DAY. The Board reconvened in general session at 8:00 a.m., Saturday, 2 November, in the Superintendent's Conference Room. Mr. Hector Hyacinthe, Presidential Appointee, joined the board meeting at this time. LTC Furr announced that Miss Allison Bethel of the Middleton Times Herald Record accompanied by Major James Peterson of the Academy Relations Division had joined the audience. The Board then addressed the remainder of the Agenda.

8. LEADERSHIP ISSUES RELATED TO GENDER. The Board requested an update on this subject at their last meeting. Brigadier General Bramlett, the Commandant of Cadets, introduced the subject with a summary overview on the integration of women and the programs designed to facilitate the effort. The programs go beyond the issue of gender and are designed to ensure an equitable quality of life for all cadets. The overall program is not restricted to the Corps of Cadets but is

institution-wide and requires sensitivity, vigilance, and decisive action by the Academy for its successful implementation. The focus is that of leadership in a culturally diverse Corps of Cadets and Army. General Bramlett was assisted by briefing officers presenting the different parts of the program.

a. Colonel John Wattendorf, Professor and Head, Department of Behavioral Science and Leadership and President of the Human Resources Council presented an historical overview on the evolution of the present program using the slides at Enclosure 3. Originating with the initial groups and programs established to address leadership issues in a mixed gender Corps, the Human Resources Program, a four year sequential integrated program of instruction for the Corps of Cadets on gender and other minority issues (see Enclosure 4) was developed. The Human Resource Council extends the program beyond the Corps of Cadets to address institutionally the issues. The focus is that leading in an heterogeneous Army requires understanding of and sensitivity to different cultures and backgrounds.

b. Major Rosemary Haas, head of Regulations Discipline, USCC and Special Assistant to the Superintendent for Leadership Issues involving Women, briefed the Board on the Cadet Disciplinary System and the five basic principles which form the philosophy of the system using the slides at Enclosure 5. Of primary importance was ensuring a basic equity of application of the system throughout the Corps of Cadets. An explanation of the system to include determination of level of offense, types of punishment and administrative due process safeguards was provided. Specific data on gender and non-gender related incidents for the period August 1988 to present is provided at Enclosure 5-3. Gender related incidents account for only 7 per cent of the total number of major disciplinary offenses for the period. The key point is recognition of the problem, identification of the violation, and dealing with the offense in a rapid and firm manner.

c. Lieutenant Colonel McDannel, Chief of the Leadership Branch of USCC, briefed the Board on "Chill in the Classroom", a tool used in faculty education. The slides at Enclosure 6 were used. The term "Chill" expresses the effect of the accumulation of small inequities in the treatment of individuals in a group setting. The videotape "Chill in the Classroom" is a six minute illustrative tape depicting this type of behavior in a classroom setting. The Board then viewed the "Chill in the Class" videotape.

d. Due to commitments requiring the presence of the Commandant, Colonel Toffler's presentation on the Performance of Women as Candidates, Cadets and Graduates, was deferred until the Outcomes Assessment presentation.

9. FACULTY SELECTION PROCEDURES. The recent GAO report criticized the composition of the Military Academy faculty, the Board requested a a report on the faculty selection procedures of the Military Academy. BG Galloway, Dean of the Academic Board, presented a detailed briefing on the procedures employed in the selection of tenure and non-tenure faculty for the United States Military Academy. The specifics of the process are outlined at Enclosure 7. The presentation covered the search area (Army-wide), the required academic and military credentials, the broad screening process to include potential for admission to top level graduate schools, and the actual selection process were discussed. BG Galloway showed to the Board members an excerpt from an unsolicited letter from the Dean of the University of Pennsylvania praising the quality of the USMA faculty selectees attending the University of Pennsylvania graduate school. He stated that as graduate students they set the standard for other graduate students. The Board decided to include the entire letter as an enclosure (Enclosure 8).

10. OUTCOMES ASSESSMENT.

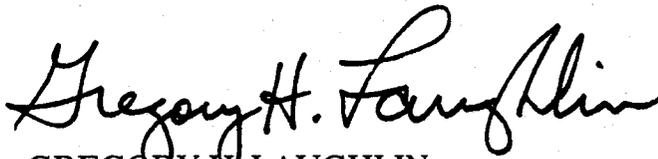
a. At the September meeting, the Board requested an assessment of the quality of USMA graduates. The request was based on the GAO critique of USMA's present method of assessment and their stated concerns about the quality of the faculty. The Board believes the quality of a faculty is best proven by the performance of its graduates and asked that the Dean provide his assessment in this area as well as an update from Institutional Research using the traditional indicators. BG Galloway presented slides at Enclosure 9. He noted outcomes assessment is a difficult area to evaluate. This difficulty is widely recognized by institutions of higher learning, but USMA is a leader in the area. The Dean provided the data on the excellent record USMA cadets achieve on the Graduate Record Examinations, post graduate scholarships, performance on the Professional Engineering Examination and the very favorable comments of both the Middle States Association and ABET on the academic programs. He closed by saying that USMA is a military academy which also teaches engineering and the social sciences. It is not a college that specializes in just engineering or just the social sciences. COL Toffler briefly provided the Board an update on Academy Outcome goals using the slides at Enclosure 10.

b. Colonel Toffler then presented the deferred portion of the his presentation on Leadership Issues related to Gender. Through a series of slides and statistical analysis provided as Enclosure 11, it was shown that women as candidates earn their way into the Military Academy; as cadets, perform to the same standards as male cadets, and as graduates, as measured by our traditional indicators of performance, make significant contributions as officers.

11. ANNUAL REPORT APPROVAL. The Chairman recessed the Board meeting from the general session into Executive Session to review the revised draft of the recommendations and conclusions for the Annual Report. After due deliberation and review, the Board of Visitors completed and signed the Annual Report.

12. 1992 ORGANIZATIONAL MEETING. The Chairman than asked the Board to discuss possible dates for the Organizational Meeting of the 1992 Board to be held in Washington, D.C. The consensus was to plan the meeting early in the year to get an early start on arranging the 1992 Board agenda and meeting schedule. The date of February 3, 1992 was agreed upon by the Board.

13. ADJOURNMENT. The Chairman asked if there were any other items of business for the Board to consider. There being no further business, the Chairman requested a move for adjournment. The motion was made, seconded and approved. The Annual meeting of the Board of Visitors was adjourned at 11:20 a.m.



GREGORY H. LAUGHLIN
United States House of Representatives
Chairman
USMA Board of Visitors



STEPHEN R. FURR
Lieutenant Colonel, U.S. Army
Executive Secretary
USMA Board of Visitors

REVISED AGENDA
ANNUAL MEETING
UNITED STATES MILITARY ACADEMY BOARD OF VISITORS
1 NOVEMBER - 2 NOVEMBER 1991
SUPERINTENDENT'S CONFERENCE ROOM, TAYLOR HALL

FRIDAY, 1 NOVEMBER 1991

1900-2315 BOARD OPENING SESSION

- o Call to Order
 Chair
- o Administrative Remarks
 LTC Furr
- o Chairman's Remarks and Agenda Revision
 Chair
- o Review and Approval of September Meeting Minutes
 Chair
- o Report back on Pending Legislation
 Mr. Hamilton, Admin Assistant to Sec of the Army
- o Superintendent's Remarks
 LTG Graves

2030-2315

- o Initial Review and Revision of Annual Report

SATURDAY, 2 NOVEMBER 1991

0800-1130

MORNING SESSION

0800-0900

- o Briefing on Leadership Issues related to Gender
 - Introduction
 BG Bramlett
 - Human Resources Council
 COL Wattendorf
 - Discipline
 MAJ Haas
 - Faculty Education
 LTC McDannel
 - Performance Indicators
 COL Toffler

0900-0930

- o Report on Faculty Selection
 BG Galloway

0930-1015

- o Briefing on Graduate Performance
 BG Galloway and COL Toffler

1015-1100

Final Review, Approval and Signing of Annual Report

1100-1120

CLOSING SESSION

- o Discussion of 1992 Organizational Meeting Dates
- o Closing Remarks
- o Adjournment

ENCLOSURE 1 TO APPENDIX IV

USMA-RELATED PROVISIONS
HOUSE AND SENATE VERSIONS
FY 92/93 DOD AUTHORIZATION ACT

<u>Item</u>	<u>Senate</u>	<u>House</u>	<u>Comments</u>
Masters Degree in Leader Development (Eisenhower Program)	(Silent)	Authorizes Superintendent to Confer Masters Degree (Sec 509)	Awaiting Results of Joint Conference
Size of Academy Student Body	(Silent)	Manage by Controlling Strength of Academy Rather Than by Entering Class Size. Maximum Strength of 4000 for Class Years Beginning After 1994. (Sec 505)	Awaiting Results of Joint Conference
Initial Appointment of Commissioned Officers	All Commissioned Officers to Be Initially Appointed as Reserve Officers Regardless of Commissioning Source (Sec 501)	(Silent)	Awaiting Results of Joint Conference
Authority to Waive Maximum Age Limits for Admission to Military Academies	Authorize Service Secretaries to Waive Maximum Age Limits for Anyone Who Lost Eligibility for Admission on Basis of Age Due to Service in Persian Gulf Area During Desert Shield/Storm (Sec 509)	(Silent)	Awaiting Results of Joint Conference

ENCLOSURE 2 TO APPENDIX IV

10/31/91

<u>Item</u>	<u>Senate</u>	<u>House</u>	<u>Comments</u>
Athletic Programs at Service Academies	SECDEF to Establish Independent Board to Examine Annually: Academic Integrity, Finances, and Equality of Support for All Athletic Programs. Develop Model for Civilian Institutions for Commitment to Student-Athletes (Sec 507, Report Language)	(Silent)	No Action Pending Passage of Legislation
Recruiting Video Tape on Academies		Directs SECDEF to Evaluate Feasibility of Producing a Current Video as Recruiting Tool for Members of Congress (Language)	No Action Pending Passage of Legislation

USMA-RELATED ITEMS
HOUSE AND SENATE VERSIONS
FY 92/93 DOD AUTHORIZATION AND APPROPRIATION ACTS

<u>Project</u>	<u>Est Cost</u>	<u>SASC</u>	<u>HASC</u>	<u>Jt Conf</u>	<u>SAC</u>	<u>HAC</u>	<u>Jt Conf</u>
Convert a Warehouse Admin Facility into an In-Processing Admin Facility for All Civilian and Military Personnel (13389)	\$7.0M	Approved	Disapproved	?	Approved	Disapproved	\$7M Approved
Convert and Modernize Three Buildings to Provide Admin Facilities for Provost Marshal, Criminal Investigations Division, Office of Institutional Research, Garrison Commander and Staff	\$7.3M	Approved	Approved	N/A	Approved	Approved	\$8.8M Approved

Historical Overview

(con't)

- 1988** Superintendent (LTG Palmer) approves revised PELMA
- 1988** Commandant given proponency
- 1989** Integration of PELMA/POSH/HR - EO
- 1990** HRC formed with GO oversight
- 1990** First "Chill" classes for the faculty

Purpose of HRC

- **Increase awareness of Corps of Cadets and Staff and Faculty in areas of prejudice, sexual harassment and equal opportunity**
- **Orient the Corps and Staff and Faculty on Army Equal Opportunity programs and policies**
- **Provide tools to identify and resolve HR issues in units and agencies**
- **Help understand leader's role in HR**

Scope

The HRC is responsible through the Commandant of Cadets as Executive Agent to the Superintendent for training in Human Resources issues (prejudice, sexual harassment, and equal opportunity).

The HRC will coordinate and deconflict training presented and ensure that baseline objectives are met in each department/agency/unit.

Human Resources Council

EXECUTIVE COMMITTEE

Executive Agent BG Bramlett	Chair Col Wattendorf	Chaplain Chap Camp	Surgeon COL Pardi	OLDI COL Hammond	SASLIW Major Haas
Dean Colonel Black	USCC LTC McDannell	ODIA COL Burks	ODIA COL Burks	ODIA COL Burks	ODIA COL Burks

Dean's Rep	Counseling Center	Coach Bazil	OIR Dr. Priest	Brigade Surgeon	SJA
Dean's Rep	Military Instruction	Coach Chiavaro	OIC Contemporary Affairs	Mental Health	OIC, Corbin
Dean's Rep	Tactical Officer	OIC Korean-American Seminar	OB/GYN	Nurse	
	Physical Education				

Execution

- **Executive Committee - Policy & Coordination**
- **Executive Committee meets monthly (or upon the call of the Chairman)**
- **Plenary Committee Provides Expert Advice as Required and members serve as Coordinators/Presenters of Training**
- **Ad Hoc Committees formed as needed**

Sample Agenda Items

- **Faculty Training**
- **Cadet Training**
- **Women's History Month**
- **Membership in College Organizations**
- **How to Assess where we are**
- **Cadet Clubs and Linkages**
- **Gender Specific Language**

Sample Agenda Items

(Con't)

- **HIV Training**
- **GAO Studies**
- **DACOWITS**
- **Pregnancy Policy**
- **College Date Rape**
- **Weight Management**
- **Use of Commandant's Hour**

4yr. Human Resources Program

<u>When</u>	<u>What</u>	<u>Time</u>	<u>Instructor</u>
<u>4th Class Year</u>	(Personal Development Theme)		
Cadet Basic Training (CBT)	Introduction to Human Resources - physical performance differences - pregnancy policy - counseling resources - Public Display of Affection (PDA) policy - Senior-subordinate relationship policies - fraternization policies (new objective) - sexual harassment policies - sexual misconduct policies (give intro on anatomy, physiology, sexually transmitted diseases, and contraception to MEDDAC to give to new cadets during their personal hygiene class early in CBT.)	2 hours	TAC & Chain of Command
Reorgy Wk	Platoon Meeting - company Chain of Command guided discussion to make cadets aware of human resources policies.	55 min	TAC & Chain of Command
Fall/Spring	Human Sexuality I (Part of PL100)	55 min	PL100 Instructor
Plebe Parent Wk	HITV Instruction - DA mandated training on HITV/AIDS	2 hours	MEDDAC
Grad Wk	Prejudice - Video "Bill Cosby on Prejudice" & Discussion	55 min	TAC & Chain of Command

ENCLOSURE 4 TO APPENDIX IV

4yr. Human Resources Program

(Con't)

<u>When</u>	<u>What</u>	<u>Time</u>	<u>Instructor</u>
<u>3rd Class Year</u>	(One-on-one Development Theme)		
Reorgy Wk	Platoon Meeting	55 min	TAC & Chain of Command
Intersession	Discrimination - Video "A Tale of O" & discussion	55 min	TAC & Chain of Command
Intersession	Sexism & Pro-Sexism - Instruction & discussion	55 min	TAC & Chain of Command
Grad Wk	Pre- Drill Cadet Leader Training (DCLT)/ Cadet Troop Leader Training (CTLT) - discussion of Army Equal Opportunities policies and program	55 min	TAC & TAC NCO
Grad Wk	Pre-CBT Train the Trainer (T3)	2 hours	CBTTAC

4yr. Human Resources Program

(Con't)

<u>When</u>	<u>What</u>	<u>Time</u>	<u>Instructor</u>
<u>2nd Class Year</u>	(Small Unit Leadership Development Theme)		
Reorgy Wk	Platoon Meeting	55 min	TAC & Chain of Command
Reorgy Wk	Post-Drill Cadet Leader Training/Cadet Troop Leader Training - cadets recount and share Equal Opportunity observations	55 min	TAC/TAC NCO
Intersession	HITV/AIDS Training	55 min	MEDDAC
Grad Wk	Pre-DCLT/CTLT	55 min	TAC/TAC NCO
Grad Wk	Pre-CBT Train the Trainer (T3)	2 hours	CBTTAC

4yr. Human Resources Program

(Con't)

<u>When</u>	<u>What</u>	<u>Time</u>	<u>Instructor</u>
<u>1st Class Year</u>	(Corps Leadership Development Theme)		
Reorgy Wk	Company Policy Planning Session - preparation for platoon meeting	2 hours	TAC & Chain of Command
Reorgy Wk	Platoon Meeting	55 min	TAC & Chain of Command
Reorgy Wk	Post-Drill Cadet Leader Training/Cadet Troop Leader Training Discussion	55 min	TAC/TAC NCO
Intersession	Army Equal Opportunity Issues Panel - covers Officer & NCO Equal Opportunity experiences	55 min	TAC/TAC NCO

Philosophy of System

- **Basically the commander's call**
- **Basic equity across units**
- **Punishment fits the "Crime"**
Table of min/max
- **Factors in Extenuation and Mitigation**
Time under the system
Previous offenses
Acceptance of responsibility/remorse
- **Reviewed at several levels**
Due process
Appropriateness of punishment

ENCLOSURE 5 TO APPENDIX IV

DISCIPLINE LEVELS

- **"Simple Demerits"**
- **Company Boards**
Minor Infractions
- **Regimental Boards**
More serious offenses
- **REGS, USMA**
Most serious administrative level
- **UCMJ**
Non-judicial punishment or court martial

Violations of Leadership Principles

August 1988 - Present

<u>CATEGORY</u>	<u># OF OCCURRENCES</u>
Sexual Relations	13
Prohibited Dating	26
Physical Sexual Advances	13
Sexual Suggestions, Advances through communications	7
TOTAL Gender Related:	59

<u>CATEGORY</u>	<u># OF OCCURRENCES</u>
Hazing	12
Inappropriate Senior Subordinate Relations	38
Senior Subordinate Relations Involving Physical Abuse	9
Senior Subordinate Relations Involving Discrimination	17
Failure as leader to take action	4
Physical Assault of Peer	3
TOTAL Non-Gender Related:	83

TOTAL Offenses Listed: 142

Punishment Extract

<u>Reported by</u>	<u>Class</u>	<u>Code</u>	<u>Date</u>	<u>Offense</u>	<u>Award</u>
Victim	1991	Regs USMA	Aug 89	Threatening/Derogatory comments to female and male cadets.	20/20, Red to CPL, restrict to cadet area 60 days, loss of spring leave, cadet of concern, transfer to new co.
Victim	1991	Regs USMA	Aug 89	Personal remarks regarding female plebe's appearance, heritage.	20/20, Red to CPL, cadet of concern, restrict to area 60 days, loss of spring leave.
Victim	1991	Regs USMA	3 Feb 90	Leader-subordinate relationship by taking advantage of his rank.	Suspension 3 Apr 90 - 7 Jan 91.
Victim	1992	Regs USMA	10 Feb 90	Attempted relations in the latrine.	Separated; Transfer to Reserve as E-3 for 2 years.
COC	1993	A9A25	20 Feb 90	Prohibited Cadet Senior-Subordinate Relationship.	35/45
COC	1992	A9A25	20 Feb 90	Prohibited Cadet Senior-Subordinate Relationship.	35/55/1/Red

"How to Chill an Environment"

- **Instructor Behavior**

- **Control of classroom (academic freedom vs professional responsibility)**
- **Unconscious we/they identification**
- **Different tone of voice**
- **Remembering names (consistency)**
- **Touching cadets (discourage)**
- **Use of humor (At whose expense?)**
- **Different agenda when some not present**
- **Different informal interaction before/after class**
- **Two English languages**
- **Other**

ENCLOSURE 6 TO APPENDIX IV

- **Chilly Climate**

- **Minorities learn less**

- **All learn less**

- **What can you do?**

- **Be aware**

- **Recognize that intent is not the issue, but rather the result**

- **Become role models**

- **Work at your "natural" or "unintentional" shortcomings**

- **Remember who is paying the bill**

Effects of Proportion on Group Life (Kanter)

- **Group Life at USMA**
 - **Company area (Drill, Tables, Intramural)**
 - **Classroom**
 - **Corps squad**
 - **Clubs**
 - **Other (Cause/Effect of Leader Distribution Plan)**

- **Terms**

- **Tokens**

- **Dominants**

- **Key Proportions**

- **Uniform -- 100:0**

- **Skewed -- 85:15 (USCGA to 20% women)**

- **Tilted -- 63:35**

- **Balanced -- 50:50**

Tokens in a Skewed World

- **Conditions**
 - **Social category**
 - **Social type**
- **Perceptual phenomena**
 - **Visibility**
 - **Polarization**
 - **Assimilation**

- **Behaviors**

- **Performance pressures**

- **Over-achievement**

- **Attempts to limit visibility**

- **Dominants heighten bondaries (Polarization)**

- **Tokens resort to stereotypes (Assimilation)**

- **Tokens at USMA**

- **Women**

- **Minorities**

- **Minorities within minorities**

- **Foreign cadets**

- **Graduates of other colleges**

- **NCOs**

- **Soldiers**

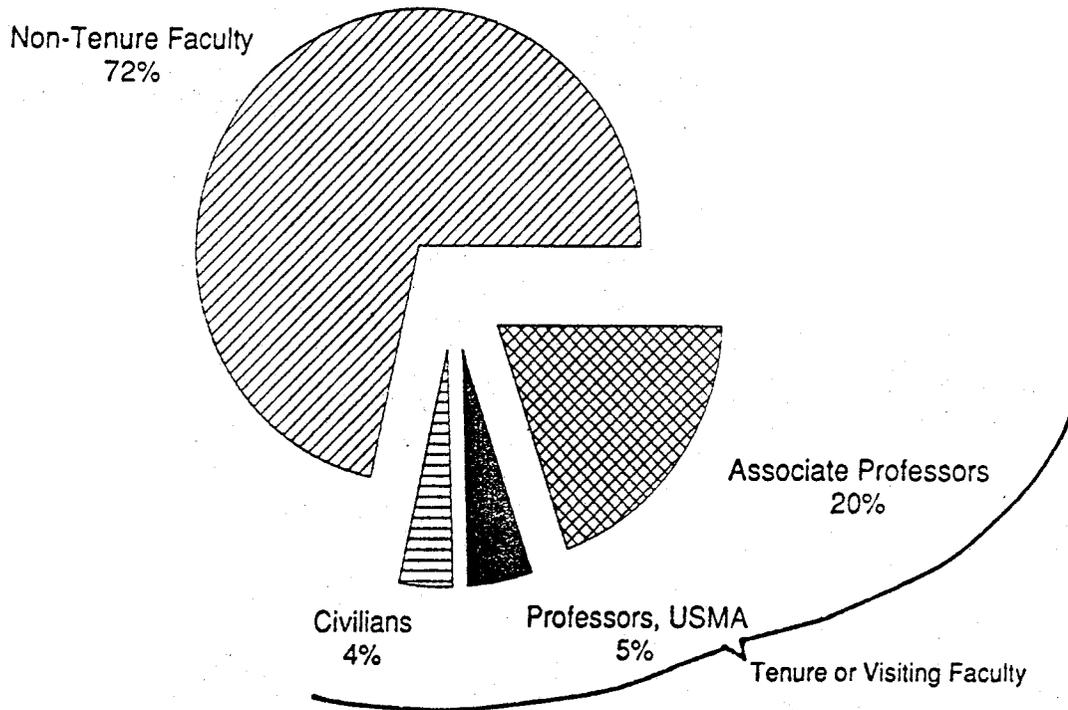
- **Others (MSE vs HPA; Ps vs TACs)**



FACULTY SELECTION

ENCLOSURE 7 TO APPENDIX IV

USMA Faculty (488 Authorized)





Non-Tenure Faculty

- Outstanding Military Record
- Qualification for Quality Graduate Program
- Desire to Serve at USMA

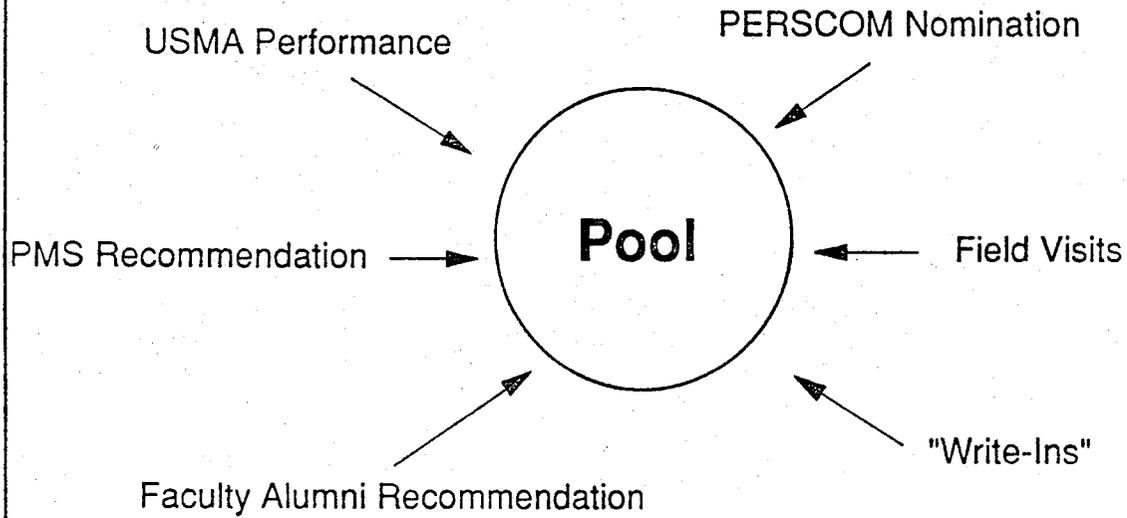


Selection Process Non-Tenure Faculty

- Pool Establishment
- USMA/PERSCOM Screen
- Graduate Schooling

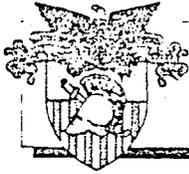


Building a Pool



Military Screen

- Highly Successful Company Command
- PERSCOM Recommendation
- Interviews



Educational Screen

- GPA
- GRE
- Undergraduate Major



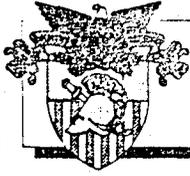
Graduate Schooling

- Top Universities
- 18 - 24 Months



Former Faculty Members

- (GEN Norman Schwarzkopf - CINCENT)
- GEN John Galvin - SACEUR
- GEN Fred Franks - CG, TRADDOC
- GEN William Tuttle - CG, AMC
- (LTG Brent Scowcroft - National Security Advisor)
- MG Barry McCaffrey - CG, 24th ID
- MG Fred Gorden - CG, 25th ID



REPRESENTATIVE GRADUATE SCHOOLS

- PENN STATE
- HARVARD
- STANFORD
- MIT
- RPI
- GEORGIA TECH
- CORNELL
- WEST VIRGINIA
- NORTH CAROLINA
- TEXAS
- WASHINGTON
- DUKE



Exceptions

- Previous Graduate Schooling
- Second Tour



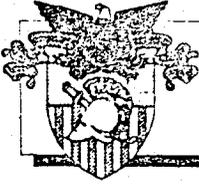
Tenure Associate Professor Qualifications

- Outstanding Record as Teacher
- Outstanding Military Record
- Disciplinary Expertise
- PhD or Potential to Obtain PhD



Selection of Associate Professors

- Army-Wide Search
- Nomination by USMA Selection Committee
- Academic Board/Superintendent Recommendation
- Department of the Army Approval



Associate Professor Selection Committee

- Professor, USMA, Chair
- Professor, USMA, Member
- Tenure Associate Professor, Member
- Non-Tenure PhD, Member
- Civilian Professors (2), Consultants



Associate Professor Vacancy Announcement

- Army Times Advertisement
- PERSCOM Newsletter
- Department Bulletins
- PERSCOM Search/Individual Letters



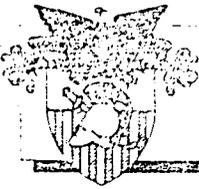
Recent Searches

- Systems Engineering
3 Positions 46 Candidates
- Geography and Environmental Engineering
3 Positions 26 Candidates
- Mathematical Sciences
3 Positions 15 Candidates



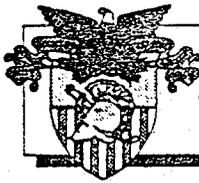
Professor, USMA Qualifications

- Outstanding Record in Discipline
- Outstanding Military Record
- Senior-level Experience
- PhD or Potential to Obtain PhD



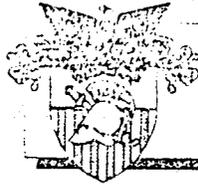
Selection of Professor, USMA

- Army Wide Search
- Nomination by Selection Committee
- Academic Board/Superintendent Recommendation
- DA/OSD Nomination
- Presidential Appointment
- Senate Confirmation



Professor, USMA Selection Committee

- Professor, USMA, Chair
- Professors, USMA (2), Members
- Senior Officer, HQDA, Member
- Civilian Professors (2), Consultants



Recent Searches Professor and Head

- Geography and Environmental Engineering
1 Position 9 Candidates
- Behavioral Science and Leadership
2 Positions 11 Candidates
- Chemistry
1 Position 9 Candidates



THE FACULTY

...the five or six officers from West Point who have come to Penn for graduate study in the past fifteen years have all performed superbly in virtually every respect, not only have they met or exceeded Penn's academic standards, but they have - - through their extraordinary energy, commitment, and, most important, self-discipline -- set a marvelously high standard for our other graduate students to emulate.

Richard R. Beeman
Dean, School of
Arts and Sciences
University of Pennsylvania

UNIVERSITY of PENNSYLVANIA

School of Arts and Sciences
Office of the Dean
116 College Hall
Philadelphia, PA 19104-6377
215-898-7320

October 24, 1991

Brigadier General Gerald E. Galloway, Jr.
Dean of the Academic Board
U.S. Military Academy
West Point, New York 10996-5000

Dear General Galloway:

My recent visit to West Point to deliver your class of 1965 History Lecture served to reinforce my very positive sense of the quality of your history program at The Military Academy. As I mentioned to you in our conversation at the Superintendent's Quarters, the five or six officers from West Point who have come to Penn for graduate study in the past fifteen years have all performed superbly in virtually every respect, not only have they met or exceeded Penn's academic standards, but they have -- through their extraordinary energy, commitment, and, most important, self-discipline -- set a marvelously high standard for our other graduate students to emulate. Moreover, they have, to a man (so far they have all been men, but we hope that you'll send us some women too in the future!), been remarkably successful in integrating themselves into the graduate student culture at Penn, demonstrating a combination of flexibility and diplomacy that has enriched both their intellectual experience and that of their fellow graduate students.

I would like to think too that we on the History faculty at Penn have helped make your young officers both better historians and better officers. We have tried to challenge them every step of the way, asking them not only to master a specific body of historical material, but also sending them off to other social science departments where they have broadened their understanding of politics, international relations, sociology, demography, etc. You of course are the best judge of how well we have succeeded on our end of things, but I must say, as I watched Colonel Brower and Major Troxel in action two weeks ago, I felt a surge of pride in our success!

Thank you again for your invitation to speak at West Point, and please convey my warm regards to General Graves, whom I found to be extraordinarily impressive.

Sincerely,



Richard R. Beeman

RRB:bp

ENCLOSURE 8 TO APPENDIX IV



MISSION

TO EDUCATE AND TRAIN THE CORPS OF CADETS SO THAT EACH GRADUATE SHALL HAVE THE ATTRIBUTES ESSENTIAL TO PROFESSIONAL GROWTH AS AN OFFICER OF THE REGULAR ARMY, AND TO INSPIRE EACH TO A LIFETIME OF SERVICE TO THE NATION



PURPOSE

TO PROVIDE THE NATION WITH LEADERS OF CHARACTER WHO SERVE THE COMMON DEFENSE

ENCLOSURE 9 TO APPENDIX IV

**COLLEGE BOARD SCORES
FOR HIGH SCHOOL SENIORS
(AY 1990-1991)**

	SAT-V		SAT-M	
	USMA	NATIONWIDE	USMA	NATIONWIDE
WOMEN	569	418	628	453
MEN	558	426	651	497
BLACKS	514	351	612	385
ALL	559	422	648	474

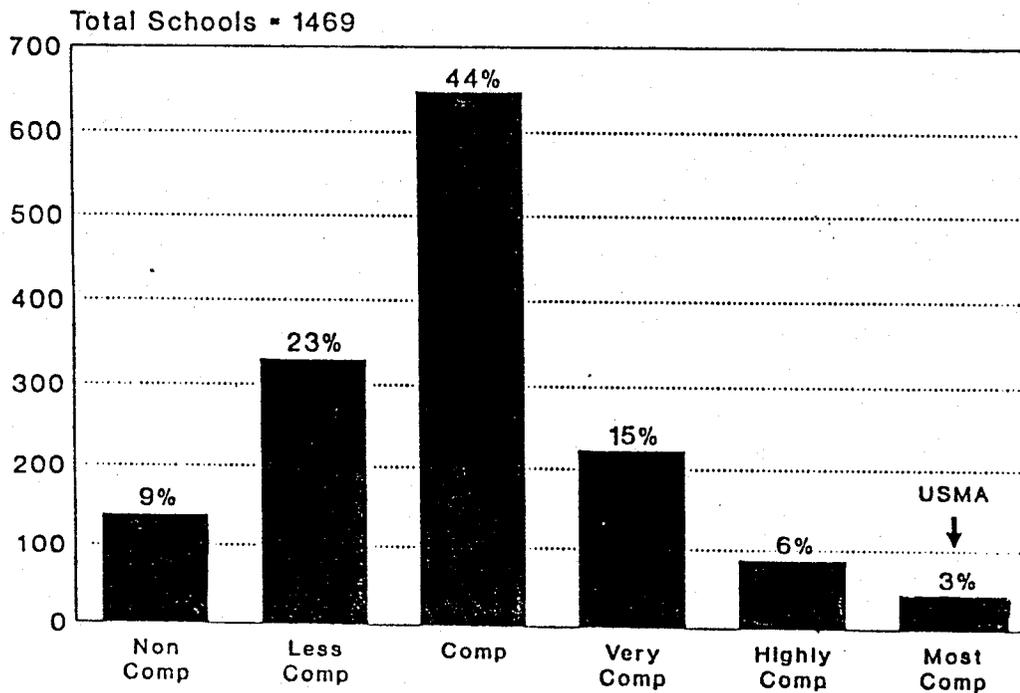
**85 Percent of Cadets Ranked in the Top Fifth of
Their High School Class**

PREPARED BY: USMA (OIR), SEP 91

SOURCE: THE CHRONICLE OF HIGHER EDUCATION ALMANAC, 28 AUG 91
CANDIDATE DATABASE, CLASS 1995

(CLBRDSC3.CHT 10)

COMPETITIVENESS* OF UNITED STATES SCHOOLS



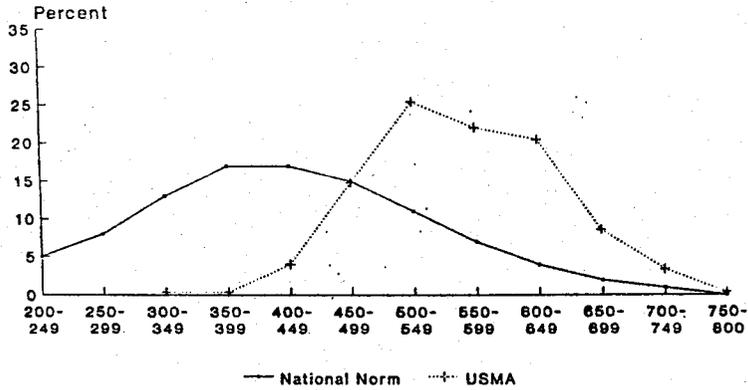
PREPARED BY: USMA (OIR), 27 March 1991

SOURCE: Barron's Profiles of American Colleges - 1990

* Criteria: SAT/ACT Scores, High School Class Rank & GPA & % of Applicants Accepted

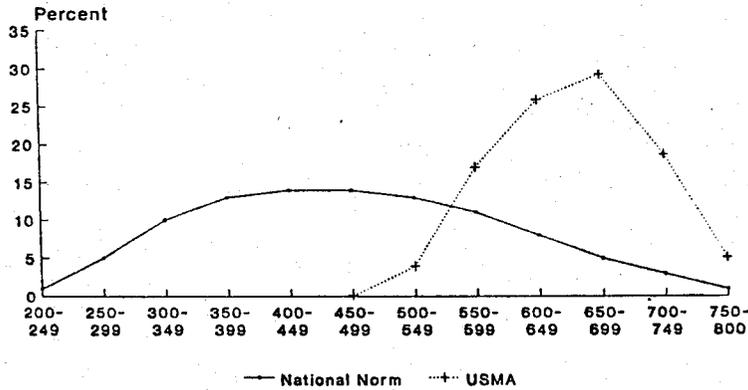
(COMPUSH5.CHT 05/91)

Distribution of SAT-V for USMA Cadets and National Norm (High School Seniors) (Class of 1995)



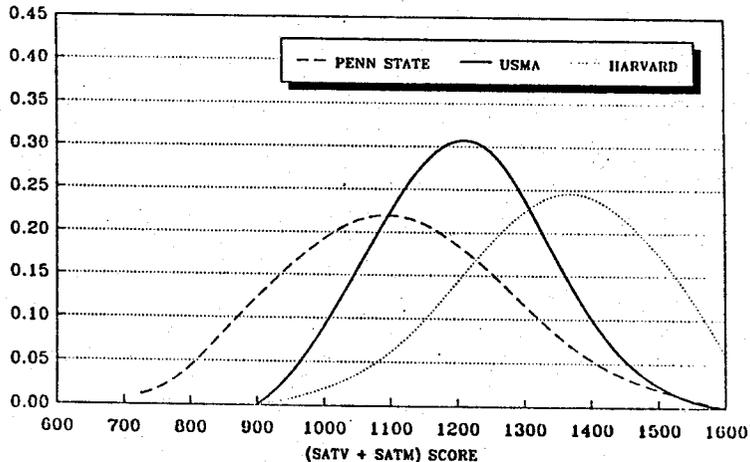
PREPARED BY: USMA (OIR), 28 Oct 91
 SOURCE: 1991 Profile of SAT... (The College Board), Candidate Information DataBase (1 Jul 91) (NORMSATV.CHY 18/91)

Distribution of SAT-M for USMA Cadets and National Norm (High School Seniors) (Class of 1995)



PREPARED BY: USMA (OIR), 28 Oct 91
 SOURCE: 1991 Profile of SAT... (The College Board), Candidate Information DataBase (1 Jul 91) (NORMSATM.CHY 18/91)

COMPARISONS USING SAT SCORES
 PENN STATE - USMA - HARVARD



PREPARED BY: USMA(OIR), 31 OCT 1991
 SOURCE: USN&WR, 30 SEPT 1991 & CDT FILES (SATCOMP.CHY TD)

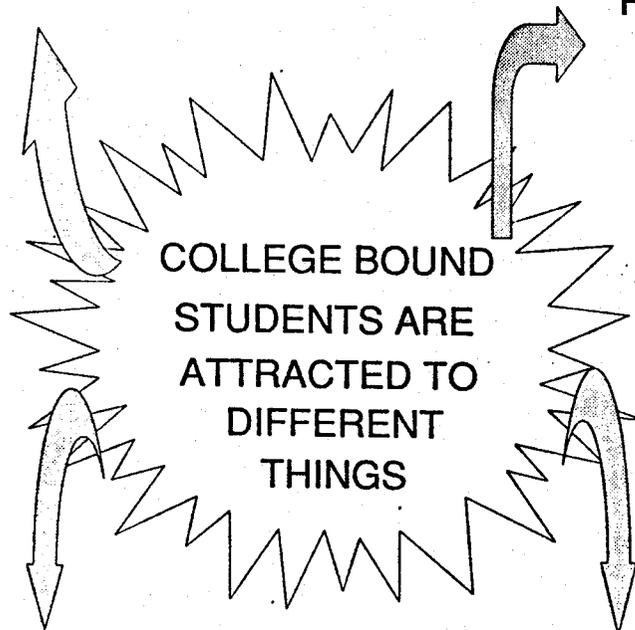


CRITERIA FOR SELECTION

- INTELLECTUAL CAPABILITY
- LEADERSHIP POTENTIAL
- HEALTH AND PHYSICAL FITNESS
- PERSONAL CHARACTER
- SERVICE MOTIVATION

LEADERSHIP

RESEARCH



BUSINESS

EDUCATION



PROBLEMS OF OUTCOME ASSESSMENT

1985 INTEGRITY IN THE COLLEGE CURRICULUM
ASSOCIATION OF AMERICAN COLLEGES

"BUT THE STARK TRUTH IS THAT HIGHER EDUCATION IS NOT YET IN POSSESSION OF GENERALLY USEFUL MEANS FOR THE SOPHISTICATED ASSESSMENT OF THE GENERAL WORTH OF PROGRAMS OR OF THE INTEGRATED CUMMULATIVE INTELLECTUAL GROWTH AND CAPACITIES OF STUDENTS."

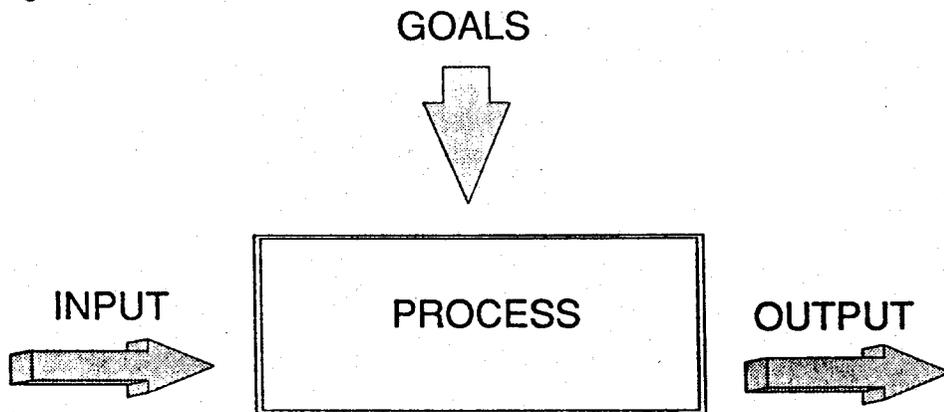


USMA OUTCOMES ASSESSMENT

- PROGRAM REVIEW HAS BEEN CONTINUOUS
- ACCREDITATION SELF STUDY ACKNOWLEDGED THE NEED FOR STRUCTURED PROGRAMMATIC ASSESSMENT
- USMA HAS MADE SEVERAL PROGRAM CHANGES AS A RESULT OF THE ACCREDITATION IN THE PAST TWO YEARS
 - Academic (curriculum)
 - Military (intersession)
 - Quality vs Quantity (time)
 - Cadet Developmental Programs (CLDS)
- USMA BEGINING TO LOOK SYSTEMATICALLY AT THE ASSESSMENT OF PROGRAM - OUTCOMES ASSESSMENT UNDERWAY



OUTCOMES ASSESSMENT



INTELLECTUAL DEVELOPMENT

- KNOWING
- THINKING
- VALUING
 - JUST
 - SELFLESS
 - DEDICATED
 - COMMITTED

GOALS OF THE ACADEMIC PROGRAM

INSPIRE / INSTILL

TRU

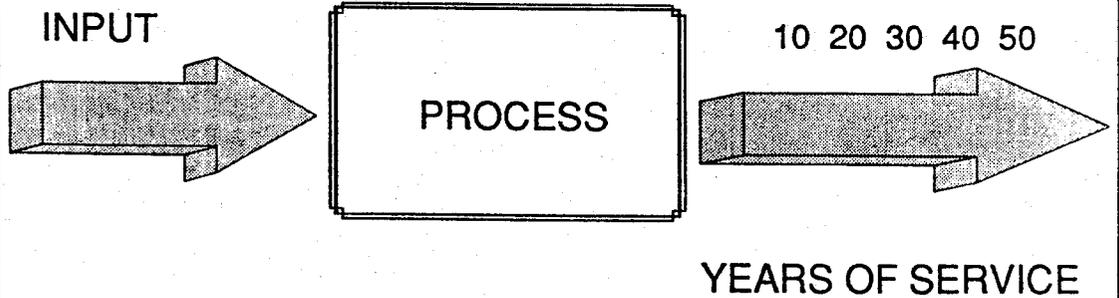
Core Courses
Electives
Enrichment



- CREATIVITY
- INTELLECTUAL CURIOSITY
- ENGINEERING THOUGHT
- UNDERSTANDING OF HUMANS
- MORAL AWARENESS
- A CULTURAL PERSPECTIVE
- SCIENCE AND MATH FUNDAMENTALS
- HISTORICAL MINDEDNESS
- COMMUNICATIONS EXPERTISE
- EDUCATIONAL COMMITMENT



OUTCOMES ASSESSMENT





INDICATORS

SAT SCORES:

POPULATION OF COLLEGE BOUND
HIGH SCHOOL SENIORS

TESTED (86-89) = 4,303,761

GRE SCORES:

POPULATION OF GRADUATE SCHOOL
BOUND COLLEGE SENIORS

TESTED (86-89) = 923, 359

(21% OF SAT SENIORS)

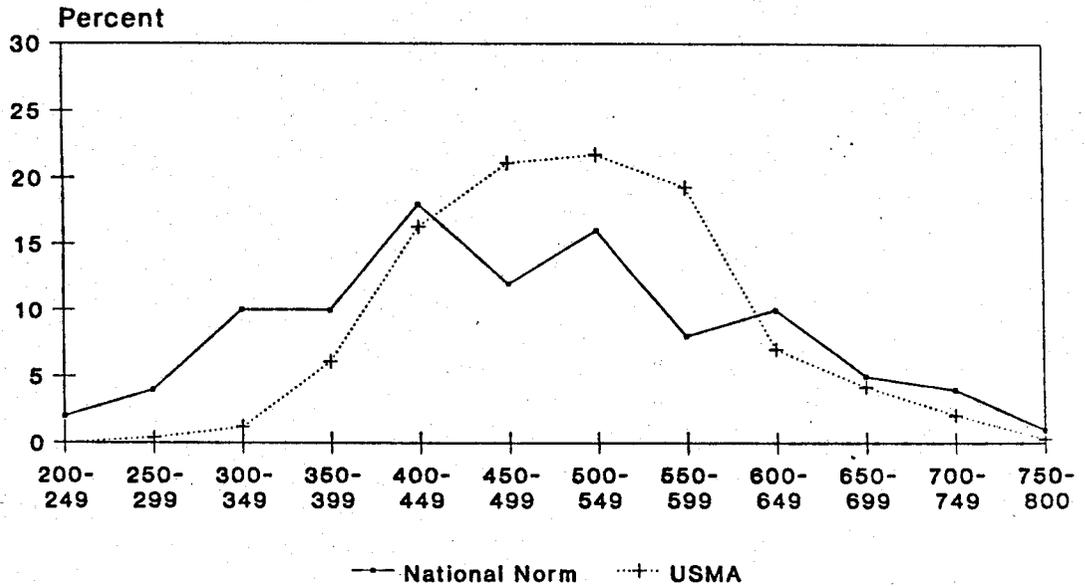
GRADUATE RECORD EXAMINATION PERFORMANCE CLASS OF 1991

<u>SECTION</u>	<u>CADET MEAN</u>	<u>NATIONAL NORM MEAN</u>	<u>CADET PERCENTILE</u>
VERBAL	506	481	56
QUANTITATIVE	645	556	68
ANALYTIC	609	526	69

PREPARED BY: USMA (OIR), 23 SEP 91
SOURCE: ETS(91 GRE TAPES & 90-92 INTERPRETATIVE PAMPHLET)

(GRDRCD91 RB/mp)

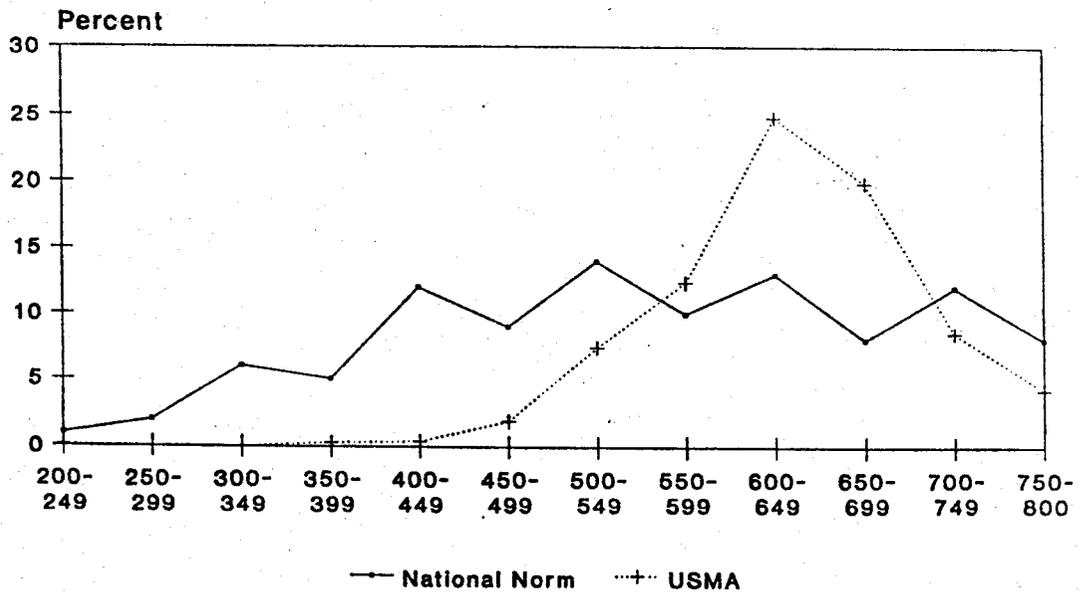
Distribution of GRE Verbal Scores for USMA Class of 1991 and National Norm



PREPARED BY: USMA (OIR), Oct 91
SOURCE: ETS (1991 GRE tapes & 1990-91 Interpretive Pamphlet)

(GREVERB4.CHT rb/hh)

Distribution of GRE Quantitative Scores for USMA Class of 1991 and National Norm



PREPARED BY: USMA (OIR), Oct 91
SOURCE: ETS (1991 GRE tapes & 1990-91 Interpretive Pamphlet)

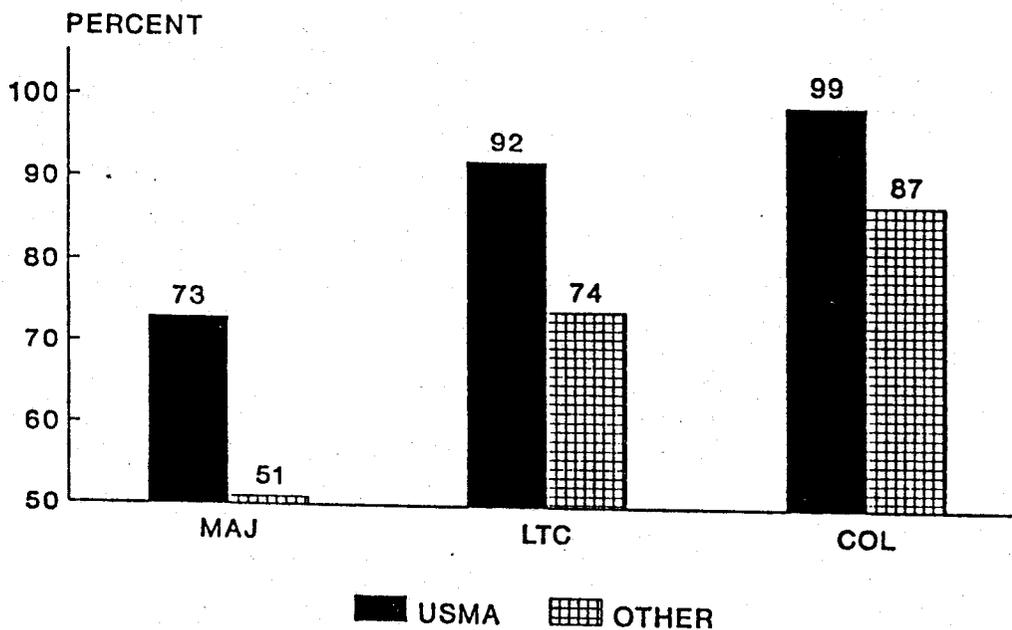
(GREVERB5.CHT rb/hh)



SCHOLARSHIPS

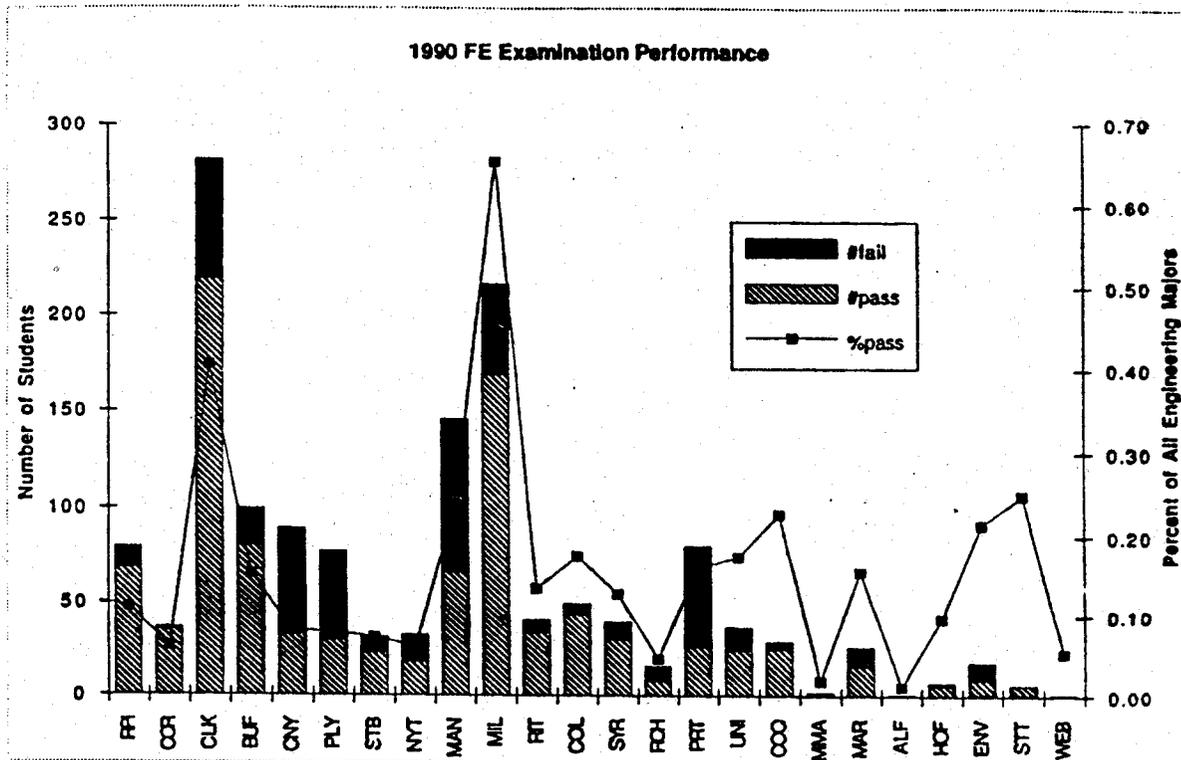
RHODES (SINCE 1923)		MARSHALL (SINCE 1983)		HERTZ (SINCE 1969)	
HARVARD	227	HARVARD	54	MIT	73
YALE	164	PRINCETON	31	STANFORD	50
PRINCETON	143	YALE	19	CAL TECH	38
USMA	66	STANFORD	14	USMA	32
STANFORD	56	USMA	11	USAFA	21
DARTMOUTH	41	UC-BERKELEY	8	CARNEGIE MELLON	14

BASIC BRANCH REGULAR ARMY OFFICERS WITH ADVANCED DEGREES



PREPARED BY: USMA (OIR), April 1991
 SOURCE: OMTR, September 1990

(BACBRN.CHY 1a)



SURVEY OF ENGINEERING GRADUATES, CL 83-88 RATING BY GRADUATES OF QUALITY OF USMA ENGINEERING PROGRAM

	NUMBER	PERCENT
OUTSTANDING	237	34%
EXCELLENT	356	51
GOOD	101	14
FAIR	2	<1
POOR	1	<1
NO RESPONSE	3	<1
TOTAL	<u>700</u>	<u>100%</u>

PREPARED BY: USMA (OIR), October 1991
SOURCE: OIR Report No. 90-007

(RATUYGHD.CHT 66/66)

SURVEY OF ENGINEERING GRADUATES, CL 83-88
EFFECTIVENESS OF USMA ENGINEERING EDUCATION
AS PREP FOR ARMY ENGR DUTIES*

	<u>NUMBER</u>	<u>PERCENT</u>
VERY EFFECTIVE	200	29%
EFFECTIVE	171	24
BORDERLINE	46	7
INEFFECTIVE	3	<1
VERY INEFFECTIVE	3	<1
NOT APPLICABLE; NO ENGR. DUTIES YET	276	39
NO RESPONSE	<u>1</u>	<u><1</u>
TOTAL	700	100%

*NOTE: INCLUDES JOBS IN WHICH KNOWLEDGE OF ENGINEERING PRINCIPLES OR PRACTICE CONTRIBUTES TO SUCCESSFUL DUTY PERFORMANCE BUT FOR WHICH A TECHNICAL ENGINEERING BACKGROUND IS NOT ESSENTIAL

PREPARED BY: USMA (OIR), October 1991
SOURCE: OIR Report No. 90-007

(EFFEDUCA.CHT bb/hh)

SURVEY OF ENGINEERING GRADUATES, CL 83-88
QUALITY OF INSTRUCTION IN ENGINEERING AT USMA

STATEMENT: THE OVERALL QUALITY OF INSTRUCTION IN THE ENGINEERING PROGRAM AT WEST POINT WAS OUTSTANDING

	<u>NUMBER</u>	<u>PERCENT</u>
STRONGLY AGREE	344	49%
AGREE	297	42
NEITHER AGREE NOR DISAGREE	41	6
DISAGREE	14	2
STRONGLY DISAGREE	2	<1
NO RESPONSE	<u>2</u>	<u><1</u>
TOTAL	700	100%

PREPARED BY: USMA (OIR), October 1991
SOURCE: OIR Report No. 90-007

(QUALINST.CHT bb/hh)

STUDENT SELF-RATING OF ABILITIES "ABOVE AVERAGE" OR "HIGHEST 10%"

<u>ABILITY</u>	<u>USMA</u>	<u>4-YEAR PUBLIC COLLEGE</u>	<u>4-YEAR HI-SELECT COLLEGE</u>
ACADEMIC ABILITY	95%	55%	84%
LEADERSHIP ABILITY	89	52	62
PUBLIC SPEAKING ABILITY	59	29	38
WRITING ABILITY	63	39	50
DRIVE TO ACHIEVE	90	67	80
EMOTIONAL HEALTH	79	58	63
SELF-CONFIDENCE (INTELLECTUAL)	86	50	65
SELF-CONFIDENCE (SOCIAL)	68	45	47

PREPARED BY: USMA (OIR), SEP 91
SOURCE: ACE SURVEY 1990

(ABILITY.CHT rp/mp)



CLASS OF 1950

TOP 20 BY GENERAL ORDER OF MERIT

SENIOR MILITARY COLONEL OR GENERAL	15 OF 20
SENIOR BUSINESS VICE PRESIDENT OR EQUIVALENT	8 OF 20
SENIOR EDUCATORS COLLEGE PROFESSOR	3 OF 20
ACADEMIC DEGREES	
Ph.D	5
MS/MA/MBA	10
ThM	1
BS	2
UNKNOWN	2



CLASS OF 1976

Bottom 20 by CEER

Median CEER Score 451
Low 416
High 459

Average Class Rank 727 (834): High 361 - Low 823
Average CQPA 2.150 (3.0 System)

Still In Service 13
Not In Service 7

Advanced Education

Still in Service Masters Degree 5/13
Not in Service Masters Degree 2/7

8/20



THE MILITARY NON-TENURED FACULTY

WHEN THEY WERE CADETS

SAT
VERBAL 590
QUANTITATIVE 679

1269

USMA AVERAGE QPA = 3.13

USMA AVERAGE CLASS RANK= 257

IN GRAD SCHOOL

GRE SCORES
VERBAL 633
QUANTITATIVE 687

1320

AVERAGE GRAD SCHOOL QPA 3.71
AVERAGE RANK IN CLASS TOP 20%
TOP 5 CIVILIAN SCHOOLS ATTENDED

- HARVARD
- MIT
- STANFORD
- RPI
- GEORGIA TECH



USMA VS GRADUATE SCHOOL PERFORMANCE

<u>DEPT</u>	<u>USMA</u>		<u>GRAD SCHOOL</u>		
	<u>QPA</u>	<u>CLASS RANK</u>	<u>SCHOOL</u>	<u>QPA</u>	<u>DEGREE</u>
EE&CS	2.26	600	UNIV KANSAS	3.80	MS&MA
SS	2.50	600	HARVARD	3.50	MPA
G&EnE	2.12	800	AZ STATE	3.75	MA
BS&L	2.34	700	COLUMBIA	4.00	MS
CHEM	2.75	813	UNIV TEXAS	3.28	MS



ABET REVIEW OF 1990

"...The faculty and administration of the United States Military Academy are doing an outstanding job of training cadets for dual careers as Army Officers and as engineers."

"The faculty is the strength of the program and includes a good mix of young, aggressive talent with individuals of experienced leadership. The excellent relationship maintained between all levels of administration should ensure that this program will continue to improve."



MIDDLE STATES ACCREDITATION - 1989

- Decennial external Accreditation

"The self study materials, student work, course outlines, examinations, texts and students' comments all support the conclusion that the faculty do what they claim to do, teach cadets the essential knowledge skills for leadership. The Academy had dedicated and enthusiastic faculty members who are appreciated by their students..."



MIDDLE STATES ACCREDITATION

- Integration of cutting-edge technology
- Progressive and integrated learning
- Strengths of engineering programs
- Challenge to cadets' intellectual potential
- Adaptation to cadets' needs and abilities
- Effective assessment practices
- Faculty accessibility and role model
- Faculty counselors



FOCUS

This is a Military Academy which also teaches Engineering and the Social Sciences.

Not an engineering college which specializes in just Engineering or just the Social Sciences.

ACADEMY OUTCOME GOALS

CLASS OF 1991

Provide the nation graduates who have a foundation of knowledge in the sciences and humanities, an understanding of various methods of inquiry, the ability to communicate clearly, creativity, intellectual curiosity, and a commitment to continuing intellectual growth.

Provide the nation graduates who have the military knowledge and skills required for commissioning in the Regular Army, self-discipline, selfless commitment to service, and motivation to continue professional military development.

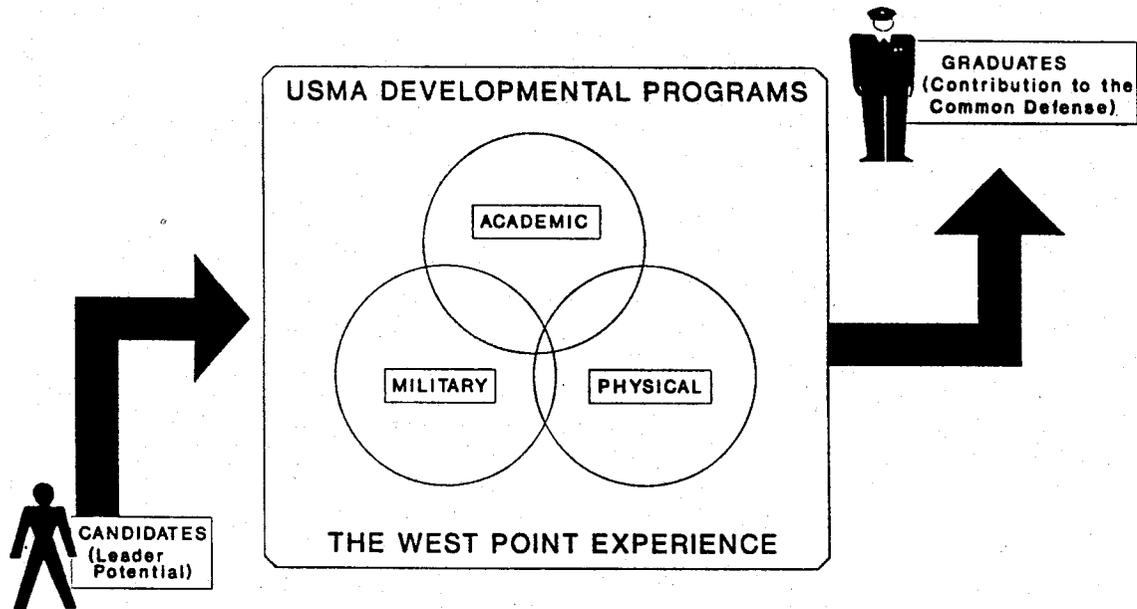
Provide the nation graduates who have: the ability to think clearly, decide wisely, and act decisively under pressure; a foundation for continuing development as; leaders in military organizations, and the motivation to seek even greater leadership responsibilities.

Provide the nation graduates who have the ability and motivation to achieve and sustain, in themselves and their organizations, the high standards of health and physical fitness essential to military service.

Provide the nation graduates who have an abiding commitment to live according to our national values, our constitutional system, and the ethical standards of the profession of arms.

ENCLOSURE 10 TO APPENDIX IV

FRAMEWORK FOR CADET LEADER DEVELOPMENT



PREPARED BY: USMA (OIR), Apr '91

(FRMCDTDV.CHT 1a)

OFFICER MEASURES OF CONTRIBUTION

RETENTION

YEARS OF SERVICE
(MEAN SYSTEM TIME)

PROPORTION TO RETIREMENT

PERFORMANCE

EFFICIENCY REPORTS

SELECTION RATES

PROFESSIONAL DEVELOPMENT

PREPARED BY: USMA (OIR), Apr '91

IV - 10 - 2

(OFGNTRBU.CHT 1a)

USMA CONTRIBUTION TO COMMISSIONED OFFICER BASIC BRANCH END STRENGTH

BANK	USMA	TOTAL	%USMA
GEN	7	12	58
LTG	16	45	36
MG	40	134	30
BG	51	189	27
Subtotal	114	380	30
COL	474	2785	17
LTC	983	7724	13
MAJ	2211	12169	18
CPT	3556	24968	14
1LT	2540	11429	22
2LT	1962	10030	20
Subtotal	11726	69105	17
TOTAL	11840	69485	17

PREPARED BY: USMA (OIR), Feb '91
SOURCE: OMTR September 1990 (Excluding Call-ups)

(BAENDSTR.CHT 10)

MEAN SYSTEM TIME (YEARS OF SERVICE ON ACTIVE DUTY)

	USMA	DIRECT	OCS	ROTC	ARMY
FY 1987	12.0	11.0	12.2	11.0	11.5
FY 1988	12.8	10.1	11.3	11.7	11.8
FY 1989	13.9	10.1	13.0	12.3	12.4
AVERAGE	13.1	10.7	12.2	11.7	11.9

MEAN SYSTEM TIME is a mathematical expectation that represents the amount of time (in years) that a commissioned officer will serve on active duty. It is derived from empirical data analysis. These results reflect actual performance from 1987 - 1989. FY90 data is not presently useful due to anomalies caused by "stop-loss" policies emanating from the Middle-East crisis.

PREPARED BY: USMA (OIR), FEB 1991
SOURCE: USMA (OEMA), FY 87-89, OMTR DATA

(MEANSYST.CHT TD)

PERCENT OF ACCESSIONS APPROACHING
20 YEAR RETIREMENT ELIGIBILITY
(END FY90, BASIC BRANCH ONLY)

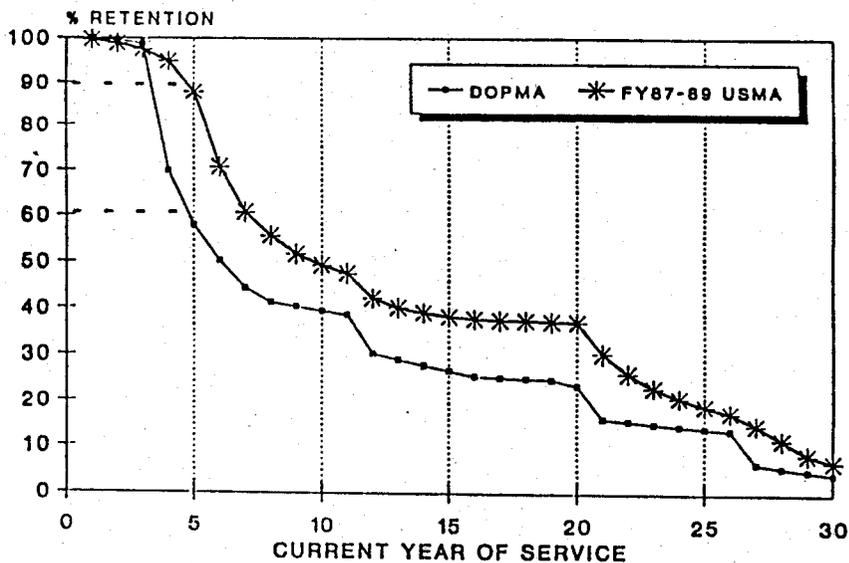
YOS	BYRGP	USMA	OTHER	ARMY
19-20	71	31.3%	10.5%	11.5%
18-19	72	38.3%	21.6%	23.3%
17-18	73	35.0%	24.3%	25.6%
16-17	74	42.6%	35.7%	36.9%
15-16	75	43.9%	29.4%	31.6%
14-15	76	46.8%	34.4%	36.3%
13-14	77	48.1%	38.3%	39.5%

The DOPMA OBJECTIVE FOR 20 YEAR RETENTION IS 23.5%.

PREPARED BY: USMA (OIR), FEB 1991
SOURCE: OMTR September, 1990 and DCSPER240

(RETSLIC.CHT TD)

RETENTION RATES •
DOPMA VS USMA



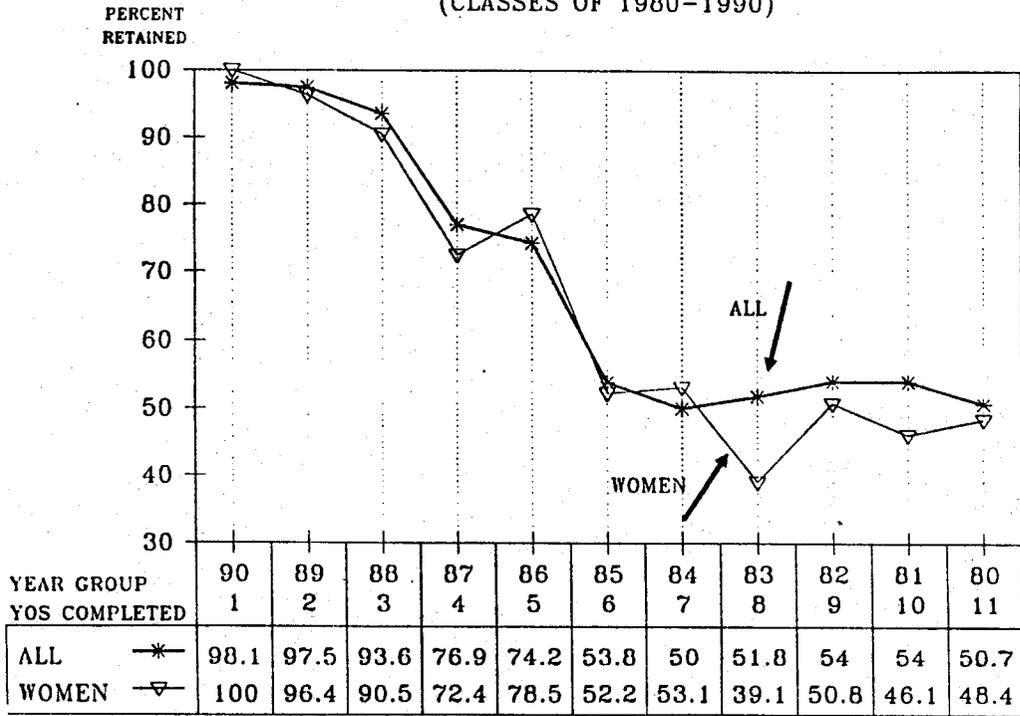
PREPARED BY: USMA (OIR), July 1990
SOURCE: USMA OEMA (COL FAGAN)

(RTNRATE.CHT (a))

USMA GRADS PERSIST AT
HIGHER THAN THE
PLANNED DOPMA RATE

•TOTAL LOSSES INCLUDE RESIGNATIONS, DEATHS,
RETIREMENTS AND OTHER LOSSES/SEPARATIONS

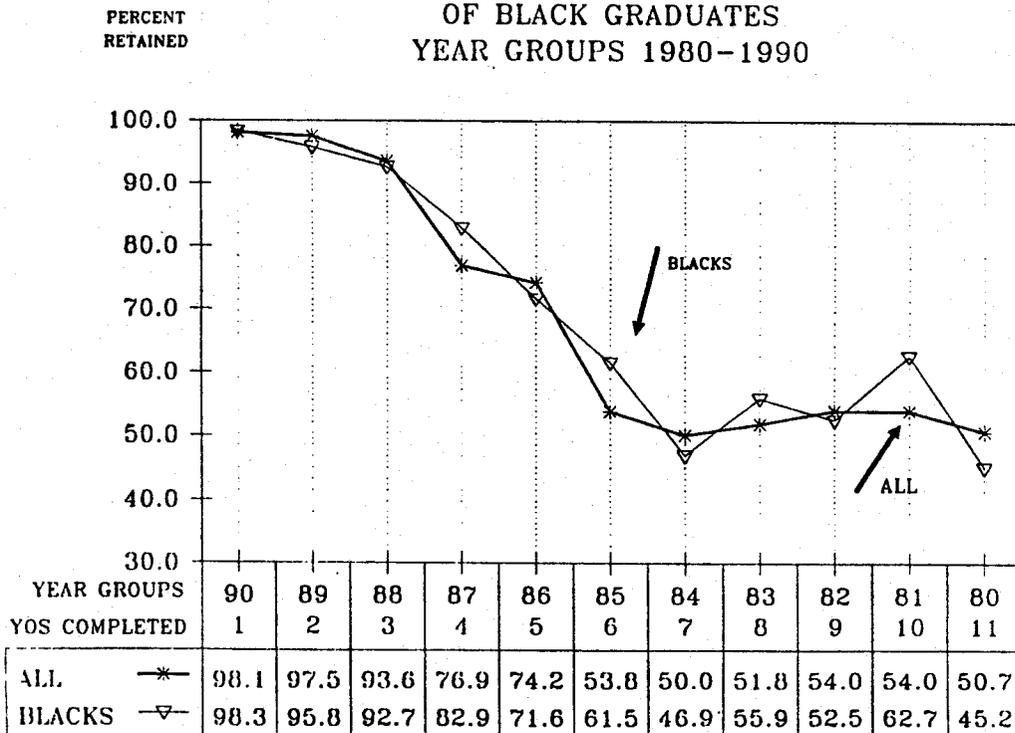
**CONTINUATION RATES
(CLASSES OF 1980-1990)**



PREPARED BY: USMA (OIR), 20 Sep 91
SOURCE: Officer Master Tape Jul 91

(CONRATES.CHT RP/mp)

**CONTINUATION RATES
OF BLACK GRADUATES
YEAR GROUPS 1980-1990**



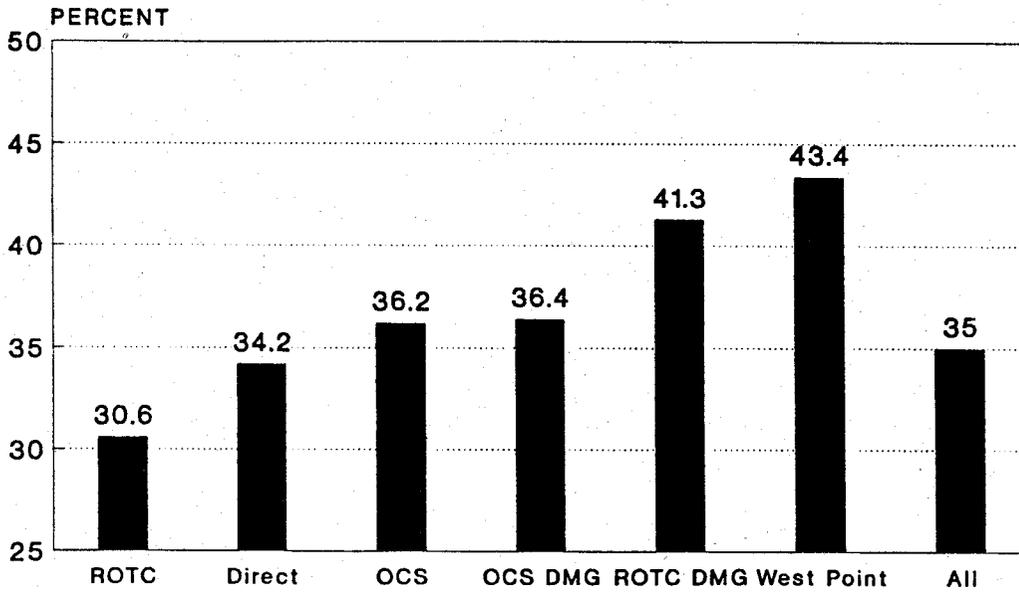
PREPARED BY: USMA (OIR) 20 Sep 91
SOURCE: OIR GRAD FILE JUL 91

(CONRATES5.CHT RP/mp)

PERFORMANCE

Officer Efficiency Reports

"Top Block Check"



PREPARED BY: USMA (OIR), November 1990
SOURCE: OER Data, FY '87 (OEMA, USMA)

(OFCEFF.CHT 1e)

ANALYSIS OF RATER BIAS

MYTH: THERE IS A 'WEST POINT PROTECTIVE ASSOCIATION'

FACTS: USMA GRADS TEND TO RATE EACH OTHER MORE SEVERELY

FY 1987 (86,574 OERS)

PROBABILITY OF 'TOP BLOCK' = .35

		BIAS INDEX	N
IF	USMA - USMA	-.02	2820
	DIRECT - DIRECT	-.02	2703
	ROTC(DMG) - ROTC(DMG)	+.01	3538
	OCS - OCS	+.02	1910

•THE BIAS INDEX IS THE PROBABILITY OF TOP BLOCK RATING LESS THE PROBABILITY OF TOP BLOCK RATING FOR ALL RATERS.

PREPARED BY: USMA (OIR), January 1991
SOURCE: OER DATA, FY '87 (OEMA, USMA)

(MYTHFACT.CHT 16)

ANALYSIS OF RATER BIAS

MORE MYTH: USMA GRADS TEND TO FAVOR USMA ALUMNI

FACTS: USMA GRADS TEND TO RATE WITH LESS SOC BIAS

COMBINED RATINGS OF BN & CO CDRS.

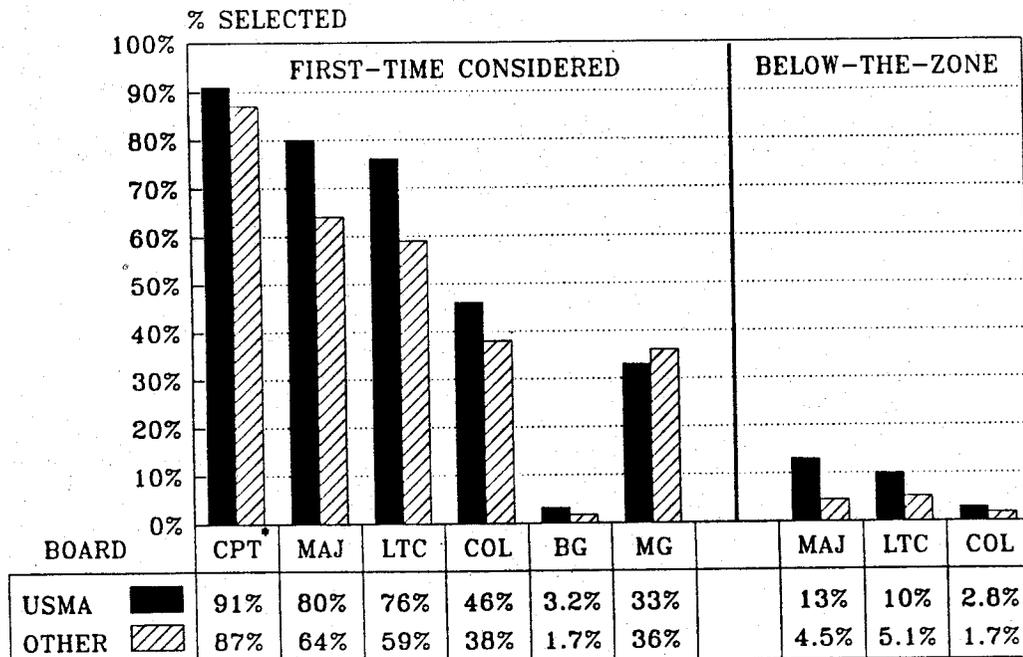
RATER SOC					BIAS INDEX*
	USMA	ROTC	OCS	AVG	
LT SOC					
USMA	1.85	1.94	1.86	1.88	.05
ROTC	2.16	2.09	2.19	2.15	.09
OCS	2.09	2.01	1.85	1.98	.20
AVG	2.03	2.01	1.97	2.00	

1 • OUTSTANDING, 2 • SUPERIOR, 3 • ACCEPTABLE, 4 • MARGINAL, 5 • UNSATISFACTORY
•(AVG RATING OF LTS BY RATERS FROM OTHER SOURCES) - (RATING OF LTS BY RATERS FROM SAME SOURCE)

PREPARED BY: USMA (OIR), January 1991
SOURCE: OIR REPORT 88-002, June 1988

(MOREMYTH.CHT 16)

PROMOTION BOARD SELECTION RESULTS (FY 88 - 91)

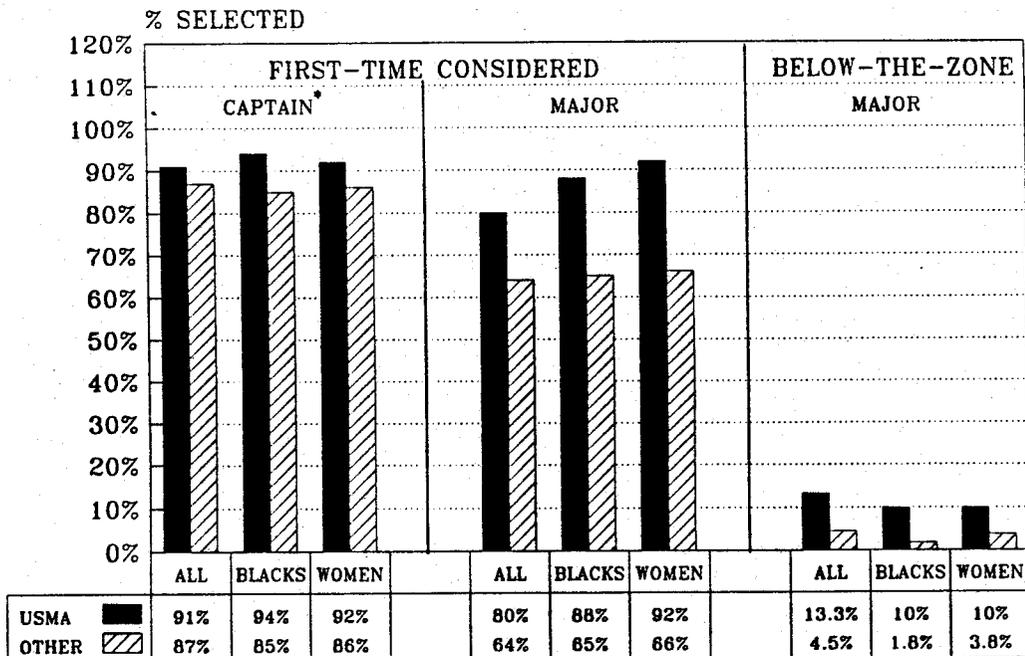


* Two boards were held for promotion to Captain in FY88-89.

PREPARED BY: USMA (OIR), 31 October 1991
SOURCE: Officer Promotion Data Tapes

(SELECT5.CHT td/mp)

PROMOTION BOARD SELECTION RESULTS (FY88 - 90)

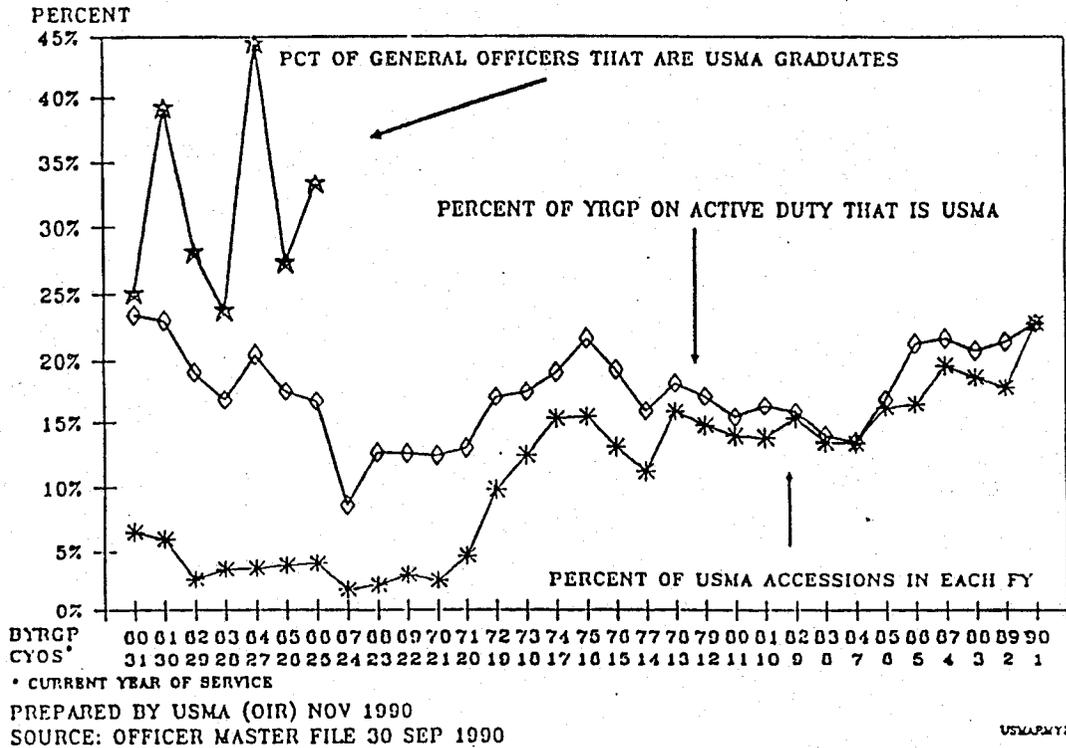


* Two boards were held for promotion to Captain in FY88-89.

PREPARED BY: USMA(OIR), August 1991
SOURCE: Officer Promotion Data Tapes

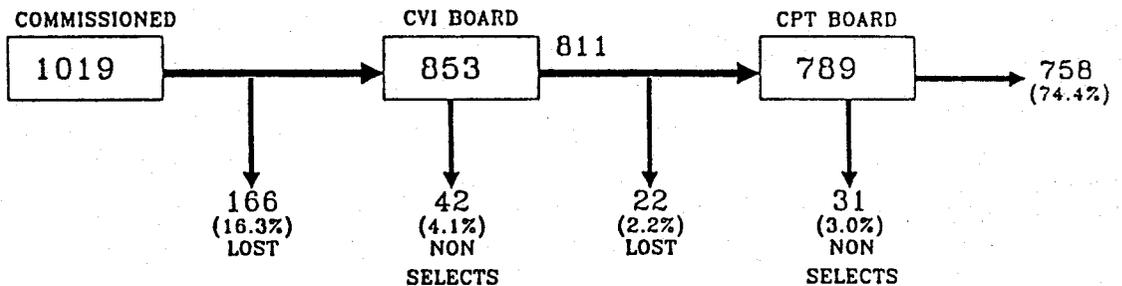
(SELECT3.CHT td/bh)

**USMA AND BASIC BRANCH
ACCESSIONS VS YEAR GROUPS 1960-1990**

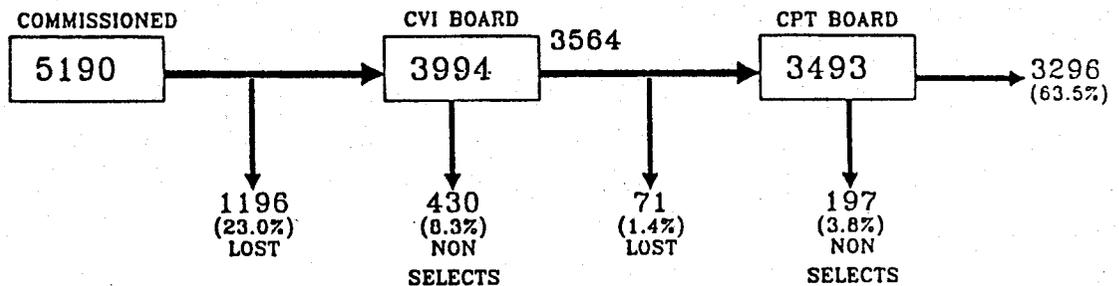


**FLOW - COMMISSIONING THRU SELECTION TO CAPTAIN
FOR BASIC YEAR GROUP 1987**

USMA GRADUATES:



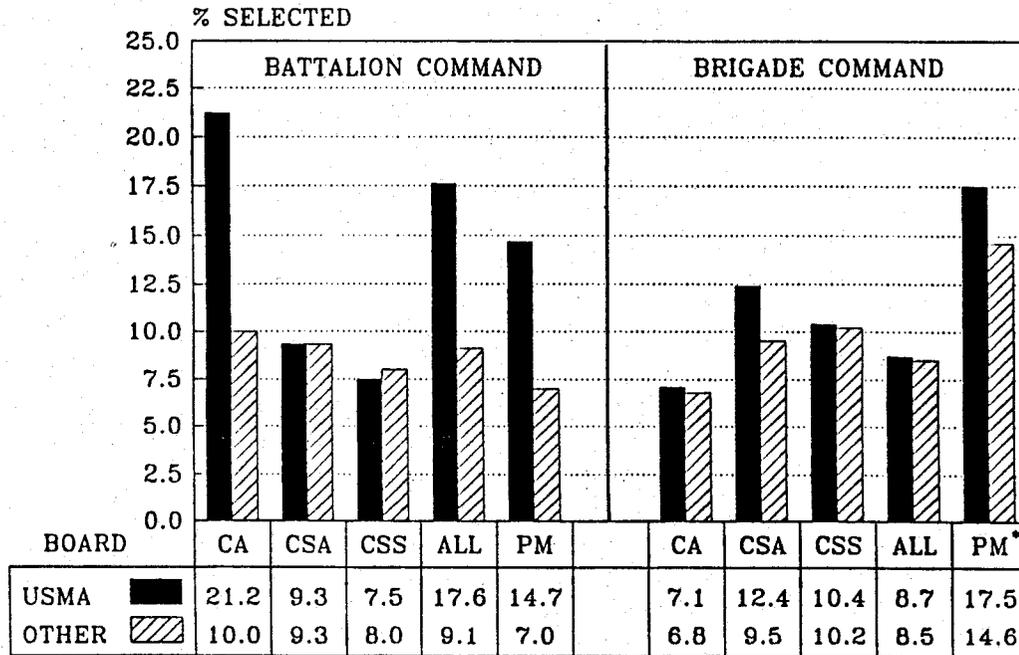
ALL OPMD MANAGED BRANCHES:



PREPARED BY: USMA (OIR), JANUARY 1991
SOURCE: DAPC-246 AND FY90 CVI/RA AND CAPTAIN SELECTION BOARD

(BYRCP87.C17)

COMMAND SELECTIONS (FY89 - 91)



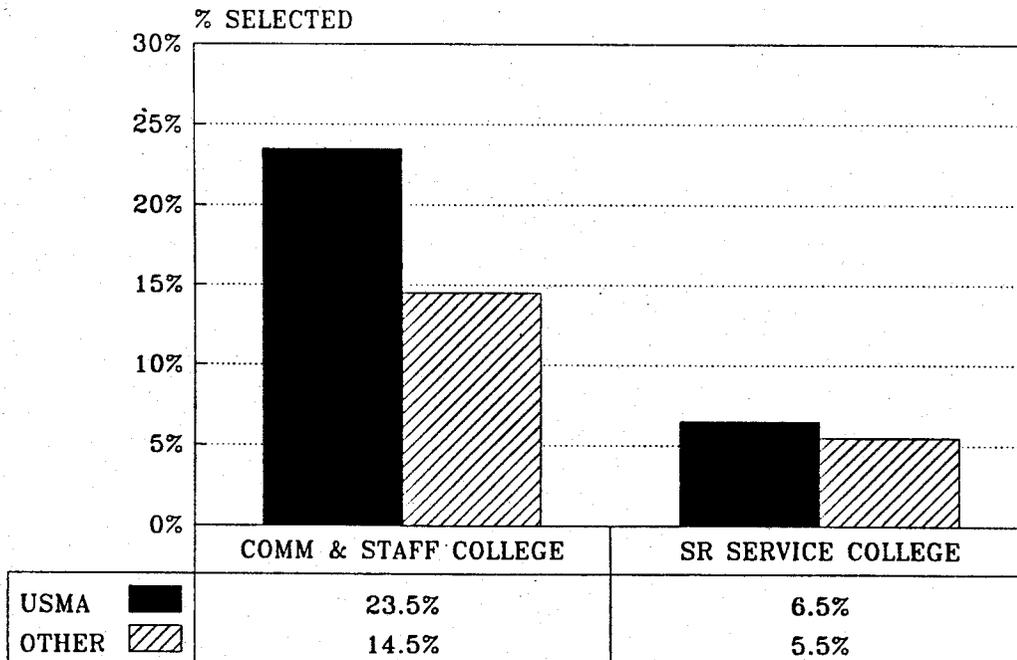
* Data for FY89 COL PM are not available.

PREPARED BY: USMA(OIR), October 1991

SOURCE: Officer Promotion Data Tapes

(SELECT2.CHT TD)

SCHOOL SELECTION RESULTS (FY 88 - 90)

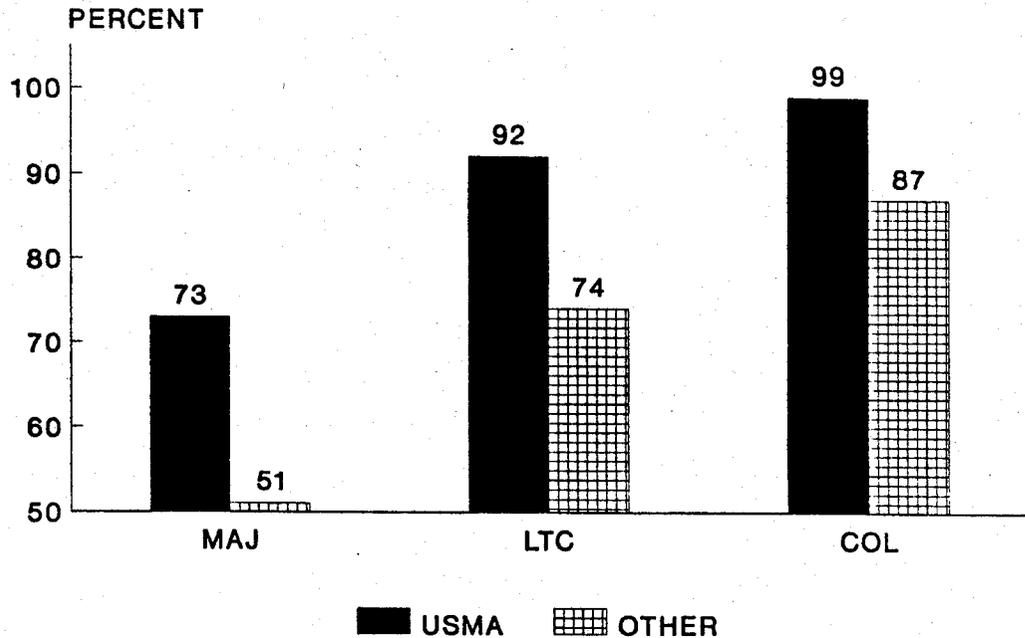


PREPARED BY: USMA (OIR), August 1991

SOURCE: Officer Promotion Data Tapes

(SELECT4.CHT TD/mp)

BASIC BRANCH REGULAR ARMY OFFICERS WITH ADVANCED DEGREES



PREPARED BY: USMA (OIR), April 1991
SOURCE: OMTR, September 1990

(BACBRN.CHT 1a)

FIELD GRADE OFFICERS* IN HIGH TECH FUNCTIONAL AREAS (BASIC BRANCH FOR FY 90)

FUNCTIONAL AREA	SOURCE OF COMMISSION					
	USMA		ROTC-DMG		TOTAL	
	N	ROW %	N	ROW %	N	COL %
ORSA	425	45	189	20	952	8
RESEARCH AND DEVELOPMENT	398	28	317	22	1411	11
NUCLEAR WEAPONS	76	44	38	22	173	1
ALL OTHER FUNCTIONAL AREAS	1682	17	2652	27	9888	80
COLUMN TOTAL	2581	21	3196	26	12424	100

*With advanced degrees

- USMA IS:**

 - 16% OF BASIC BRANCH FIELD GRADE OFFICERS
 - 21% OF THOSE WITH ADVANCED DEGREES AND A LARGER SHARE OF HIGH TECH OFFICERS

PREPARED BY: USMA (OIR), Mar '91
SOURCE: OMTR, September 1990

(FLDGRD.CHT 1a)

**PERCEPTIONS OF OFFICER ATTRIBUTES
PLATOON LEADER STUDIES
IN 1977 AND 1987**

- ALL THREE SOURCES OF COMMISSIONING
WERE RATED WELL

- USMA GRADUATES WERE IN FAVORABLE
POSITIONS ON MOST ATTRIBUTES
(e.g. STRENGTH OF CHARACTER,
INTEGRITY)

PREPARED BY: USMA (OIR), Mar '91
SOURCE: OIR Report 88-002, June 1988

(PLATLDRS.CHT ep/te)

**Battalion Commander Grand Mean Ratings
of Platoon Leaders on 24 Attributes**

Source of Bn Cdr

<u>Source of Plt Ldr</u>	<u>USMA</u>	<u>ROTC</u>	<u>OCS</u>	<u>Average</u>
USMA	1.83	1.92	1.90	1.88
ROTC	2.13	2.15	2.24	2.17
OCS	1.99	2.06	1.88	1.98

- Strength of character
- Sense of integrity

- Intelligence
- Understanding officer role
- Ability to learn from mistakes
- Written communication

- Warrior instincts for combat
- Persistence under adversity
- Ability to perform under stress

- Initiative
- Imagination and drive
- Devotion to duty
- Getting the job done
- Resourcefulness
- Physical fitness
- Bearing and appearance

- Potential for advancement

Ability to talk with troops
Concern for welfare of troops
Developing subordinates

Troop leadership skills
Specific job knowledge
Specific job skills

Maturity

•USMA Graduates Rated More Favorably Than Others

Scale: 1•Outstanding, 2•Superior, 3•Acceptable, 4•Marginal, 5•Unsatisfactory

PREPARED BY: USMA (OIR), April 1991
SOURCE: OIR Report 88-002, June 1988

SUMMARY

ON THE BASIS OF RETENTION & PERFORMANCE:

USMA GRADUATES

ARE MAKING SIGNIFICANT CONTRIBUTIONS

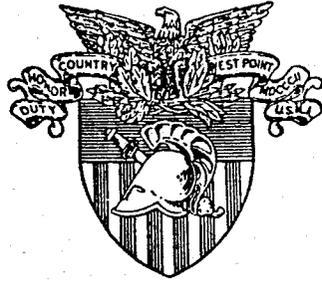
AS COMMISSIONED OFFICERS

AT ALL LEVELS OF RESPONSIBILITY

WITHIN THE ARMY.

PREPARED BY: USMA (OIR), 31 OCTOBER 1991

(SUMBOV.CHT rb/hh)



PRESENTATION
ON THE INTEGRATION AND
PERFORMANCE OF WOMEN AT USMA
(CANDIDATES, CADETS, AND GRADUATES)
FOR BOARD OF VISITORS
2 NOVEMBER 1991

PREPARED BY: USMA (OIR), November 1991

CANDIDATE MEASURES OF POTENTIAL

INTELLECTUAL

APTITUDE TESTS:
SAT
ACT

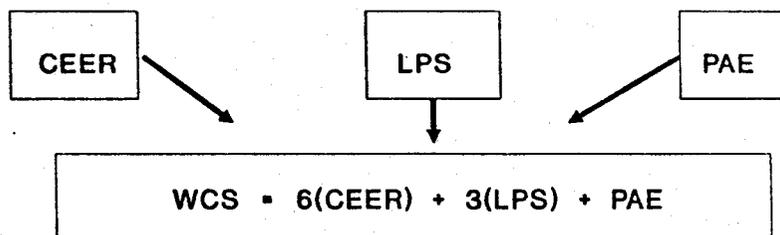
HIGH SCHOOL PERF
HSR
HS TRANSCRIPT

LEADERSHIP

ATHLETE PERF
EXTRACURR ACTS
FACULTY APPRAISALS

PHYSICAL

PHYS APTITUDE EVAL:
300 YD SHUTTLE
MOD BB THROW
STAND LONG JUMP
PULL-UPS (MALE)
FLEX ARM HANG (FEM)



ENCLOSURE 11 TO APPENDIX IV

PREPARED BY: USMA (OIR), Mar '91

(CNMEAPOT.CHT 10)

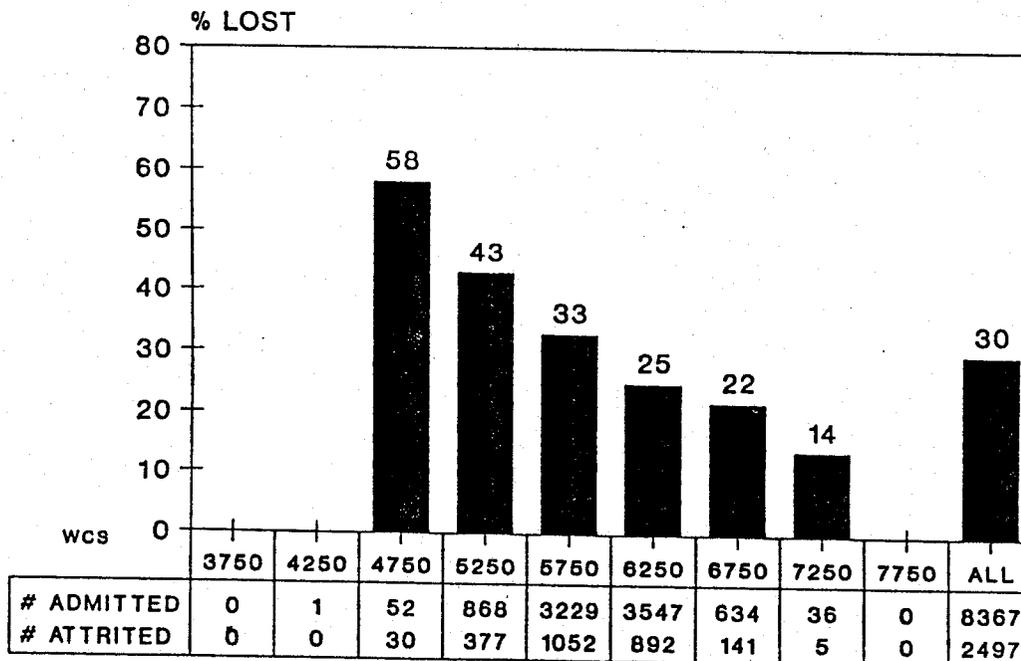
ADMISSION DATA CLASS OF 1995

	<u>WOMEN</u>	<u>MEN</u>
CEER	617	609
LPS	610	605
PAE	533	569
WCS	6042	6032
# ADMITTED	158	1090

PREPARED BY: USMA (OIR), SEP 91
SOURCE: CANDIDATE DATABASE, CLASS OF 1995

ADM DATA.CHT rp/mp

CADET ATTRITION BY WCS CLASSES OF 1986 - 1991



PREPARED BY: USMA (OIR), SEP 91
SOURCE: CANDIDATE & CADET INFORMATION DATA BASES
OIR ATTRITION/ADM VARIABLES DISPLAY, 19 AUG 91

(attr/wcs2 rb/mp)

CLASS COMPOSITION OBJECTIVES AND ATTAINMENT

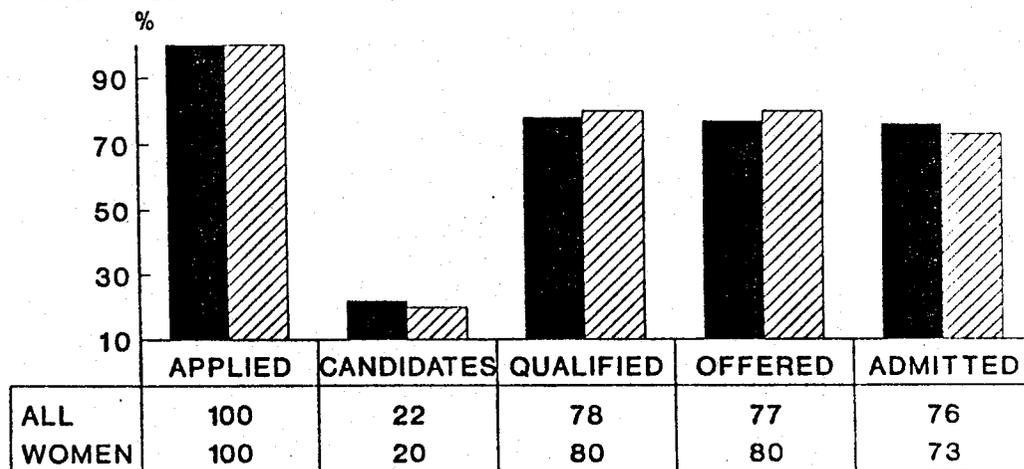
	OBJECTIVE	ATTAINMENT		
		CL'93	CL'94	CL'95
TOP SCHOLARS (CEER >649)	20-25%	26%	23%	22%
OUTSTANDING LEADERS (LPS >649)	20-25%	21%	20%	22%
OUTSTANDING ATHLETES (ODIA Interest)	20-25%	20%	20%	25%
WOMEN	10-15%	11%	12%	13%
BLACK AMERICANS	7-9%	6%	6%	6%
HISPANIC AMERICANS	4-5%	4%	4%	4%
OTHER MINORITIES	2-3%	6%	6%	7%

PREPARED BY: USMA (OIR), SEP 91
SOURCE: YEARLY DAD MEMORANDA TO ACADEMIC BOARD

(CLCMPOB1.CHT RB/mp)

TRANSITION RATES THROUGH ADMISSION STAGES CLASS OF 1995

WHO APPLIED:
ALL: 12249
WOMEN: 1728



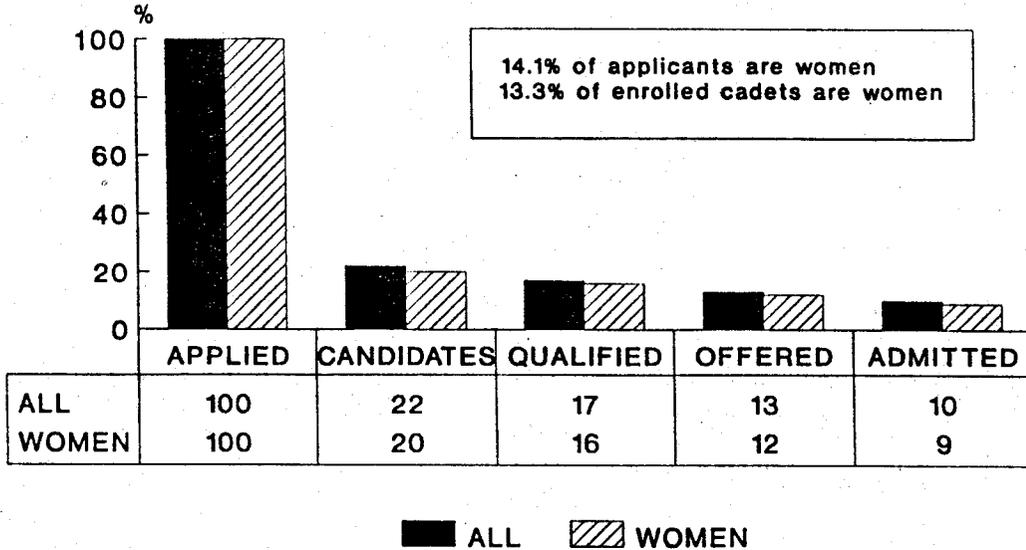
■ ALL ▨ WOMEN

PREPARED BY: USMA (OIR) 16 JULY 1991
SOURCE: ADMISSIONS INFORMATION DISPLAY, 26 JUNE 1991

(TRANSAIDS.CHT rp/mp)

PERCENT WHO SURVIVE EACH ADMISSION STAGE CLASS OF 1995

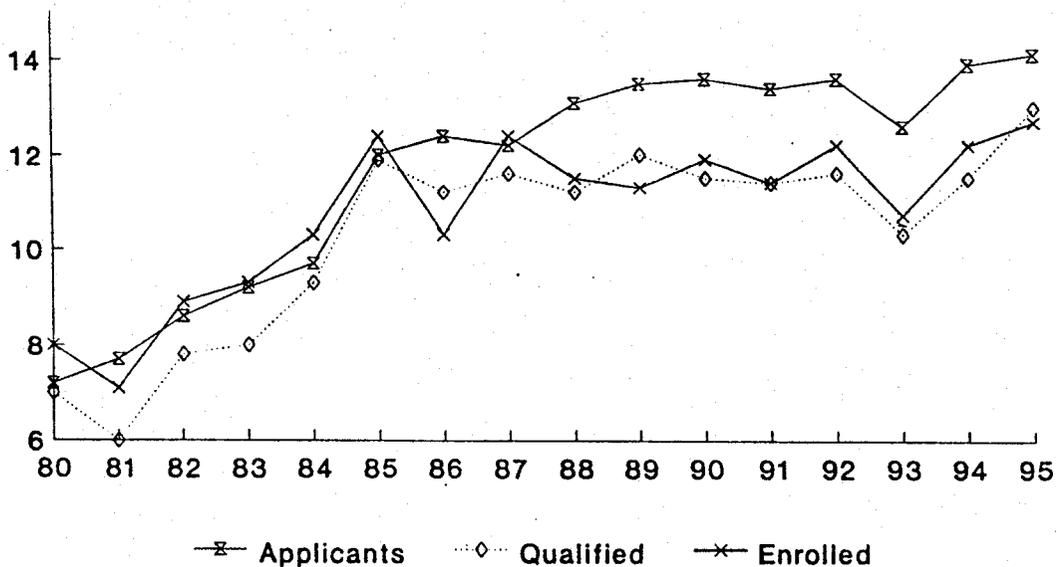
WHO APPLIED:
ALL: 12249
WOMEN: 1728



PREPARED BY: USMA (OIR) 8 OCTOBER 1991
SOURCE: ADMISSIONS INFORMATION DISPLAY, 8 OCTOBER 1991

(SURWDM5.CHT rp/mp)

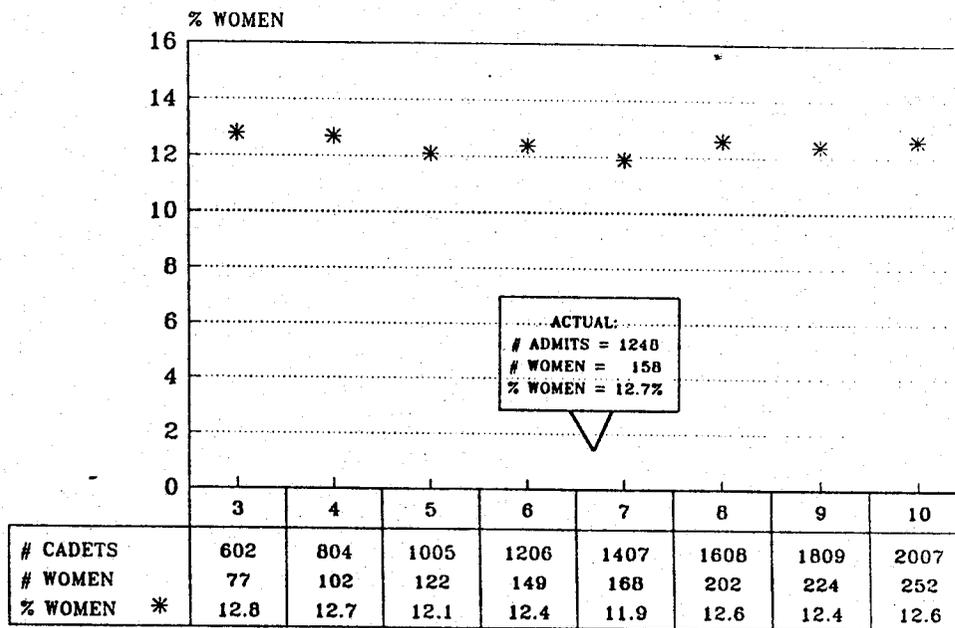
Percentage of Women Who Apply, are Qualified, and Enrolled



PREPARED BY: USMA (OIR) OCTOBER 91
SOURCE: Admissions Candidate Files 80-95

(ADMDCW2.CHT RP)

HYPOTHETICAL ASSESSMENT CLASS 1995 AMONG QUALIFIED CANDIDATES



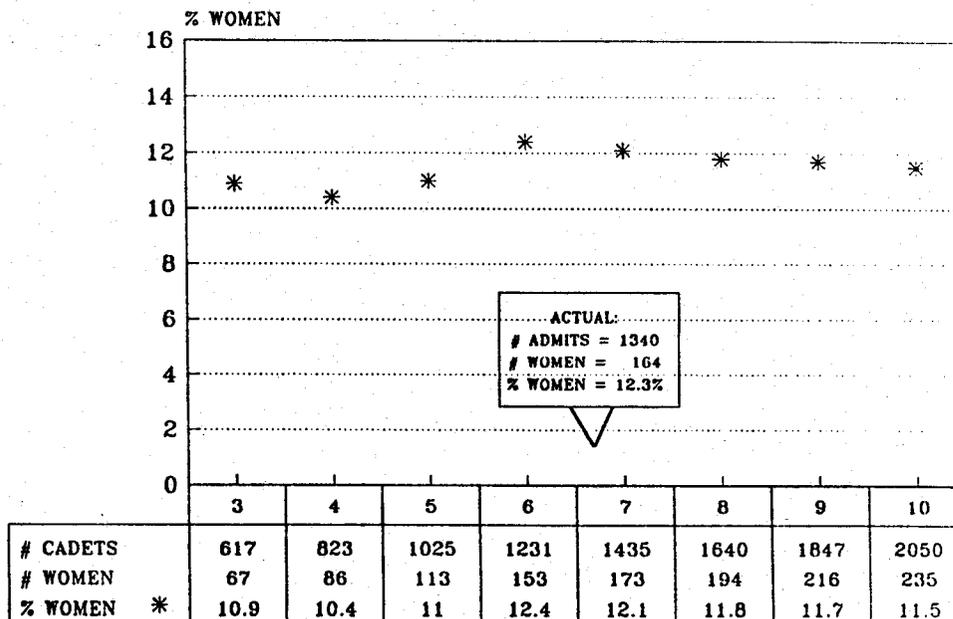
QUALIFIED CANDIDATE WCS DECILE

MED Q, NOMINATED AND ADMISSIONS COMMITTEE QUALIFIED

PREPARED BY: USMA (OIR), 31 OCTOBER 1991
SOURCE: PCMF FOR CLASS OF 1995

(WOMEN3.CHT (d))

HYPOTHETICAL ASSESSMENT CLASS 1994 AMONG QUALIFIED CANDIDATES



QUALIFIED CANDIDATE WCS DECILE

MED Q, NOMINATED AND ADMISSIONS COMMITTEE QUALIFIED

PREPARED BY: USMA (OIR), 13 OCTOBER 1991
SOURCE: PCMF FOR CLASS OF 1994

(WOMEN3B.CHT (d))

PROFILE OF NEW CADETS

REASONS FOR SELECTING "THIS COLLEGE" % CADETS RATING EACH REASON FOR SELECTING THIS COLLEGE AS VERY IMPORTANT

REASON: VERY IMPORTANT	WOMEN	MEN	4-YEAR COLLEGE WOMEN	4-YEAR COLLEGE MEN
GOOD ACADEMIC REPUTATION	90	84	57	50
GRADUATES GET GOOD JOBS	74	78	44	43
GRADS GO TO TOP GRAD SCHOOLS	61	56	25	22
OFFERS SPECIAL PROGRAMS	35	33	27	19
LOW TUITION	25	36	24	22
OFFERED FINANCIAL ASSISTANCE	25	38	32	28
RECRUITED BY ATHLETIC DEPT	17	15	3	11
RELATIVES WANTED ME TO COME	15	13	10	9
RECRUITED BY COLLEGE REP	10	8	5	7
GOOD SOCIAL REPUTATION	8	13	22	22

PREPARED BY: USMA (OIR), APRIL 1991

SOURCE: ACE SURVEY OF ENTERING STUDENTS, 1990

(RSNSELEC.CHT RP/mp)

FIRST PRIORITY REASONS FOR SELECTING WEST POINT

	PERCENT	
	<u>WOMEN</u>	<u>MEN</u>
PERSONAL SELF-DEVELOPMENT	20	16
QUALITY OF ACADEMICS	19	16
LEADERSHIP TRAINING	15	11
DESIRE TO BE AN ARMY OFFICER	14	24
USMA'S OVERALL REPUTATION	12	17
OTHER (QUALITY OF PHYSICAL DEVELOPMENT PROGRAM, ATHLETIC PROGRAM, ECONOMIC NECESSITY, FAMILY INFLUENCES, INEXPENSIVE EDUCATION)	20	16

NOTE: ALL NUMBERS WERE RESCALED TO 100%

PREPARED BY: USMA (OIR), SEP 91
SOURCE: OIR SURVEY OF ENTERING CADETS, CLASS OF 1995

(1STPRIOR.CHT rb/mp)

CAREER INTENTIONS OF ENTERING FRESHMEN

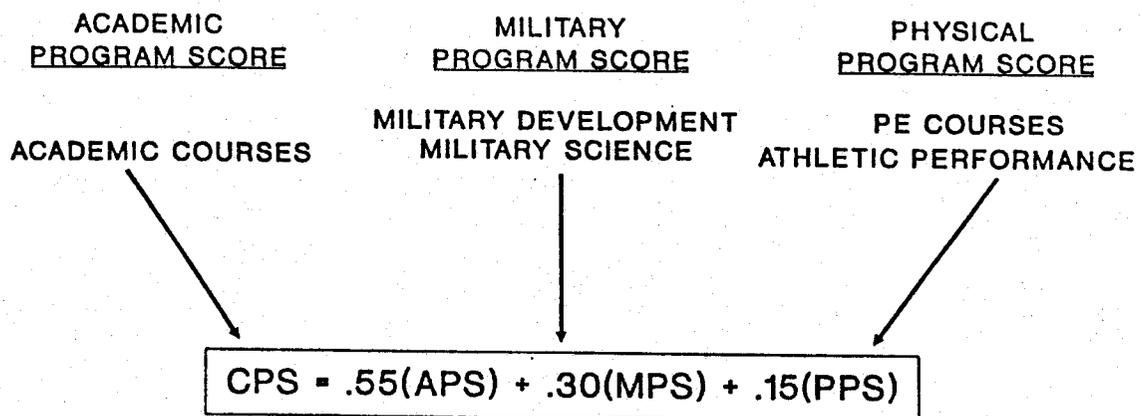
	CLASS OF					
	1993 PERCENT		1994 PERCENT		1995 PERCENT	
	<u>WOMEN</u>	<u>MEN</u>	<u>WOMEN</u>	<u>MEN</u>	<u>WOMEN</u>	<u>MEN</u>
STAY UNTIL RETIREMENT	10	21	11	19	17	22
STAY BEYOND 5 YEARS	20	21	16	16	26	24
UNDECIDED	53	47	57	44	40	44
PROBABLY LEAVE	14	7	11	9	12	7
DEFINITELY LEAVE	4	4	4	3	5	3

PREPARED BY: USMA (OIR), October 1991
SOURCE: Class Characteristics Inventory, Class of 1993-1995

(FRESHMN.CHT (a))

CADET PERFORMANCE

CADET MEASURES OF PERFORMANCE



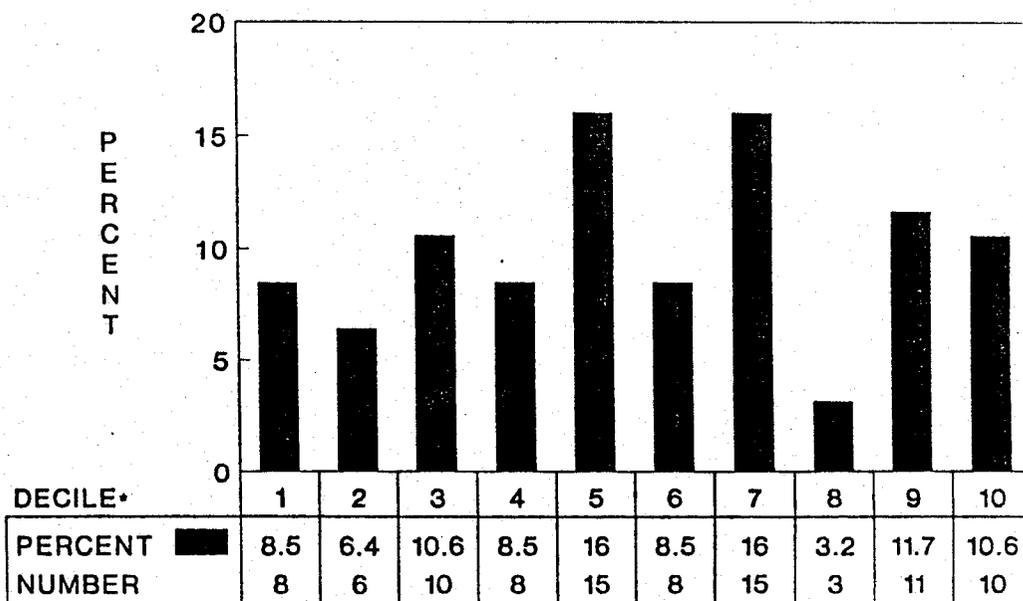
CADET PERFORMANCE CLASS OF 1991

	N	ACADEMIC APSC	MILITARY MPSC	PHYSICAL PPSC	OVERALL CPSC
MALES	861	2.82	3.23	2.73	2.81
FEMALES	91	2.79	3.21	2.69	2.78

PREPARED BY: USMA (OIR), SEP 91
SOURCE: CIDB, 23 SEP 91

(COTPRF91.CHT mp)

CADET PERFORMANCE SCORE DECILES FOR WOMEN CLASS OF 1991



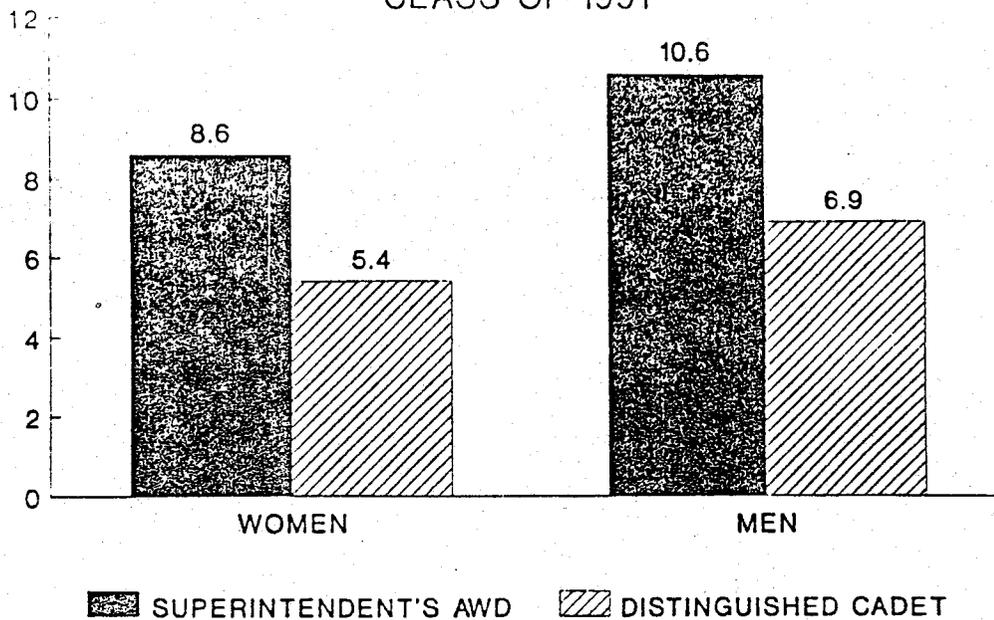
PREPARED BY: USMA (OIR), April 1991
SOURCE: Cadet Information Database

*Decile 1 contains cadets ranked in the top 10% of their class, and decile 10 contains cadets ranked in the bottom 10% of their class.

(CPSWM.CHT hh)

PERCENT OF CADETS ACHIEVING HIGH PERFORMANCE AWARDS

CLASS OF 1991



PREPARED BY: USMA (OIR), 5 Sep 91
SOURCE: CADET DATABASE, 5 JUNE 1991

(H1PR.CHT RP/mp)

Outstanding Achievements of Men and Women

Classes of 1980-1991

Achievement	Women	Men
Rhodes Scholars	5	36
Marshall Scholars		
Hertz Foundation Fellows		
National Science Foundation Fellows		

PREPARED BY: USMA (OIR), October 1991
SOURCE: USMA Historian

(OUTSTACH.CHT rp/hh)

GRADUATE RECORD EXAMINATION PERFORMANCE CLASS OF 1991

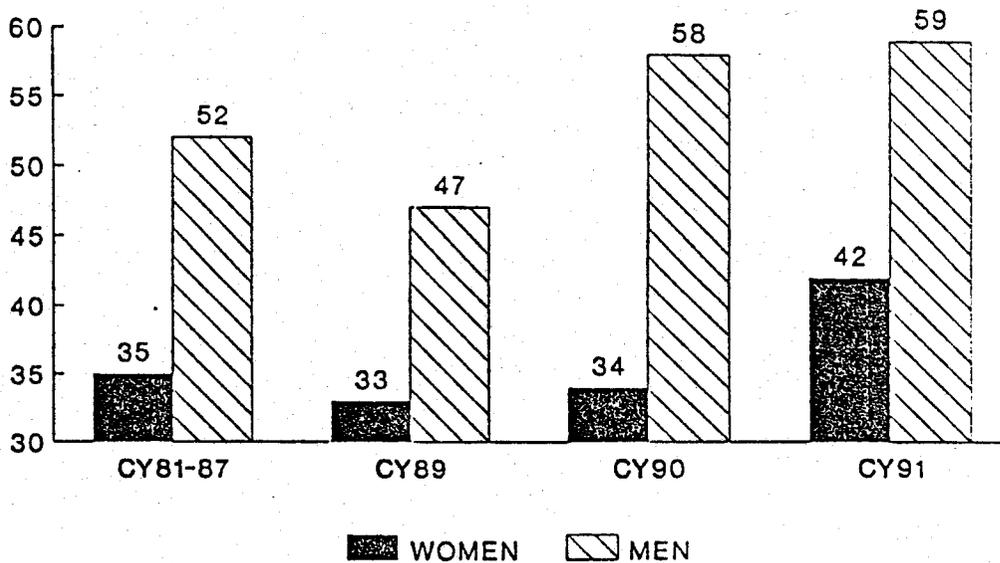
<u>SECTION</u>	<u>CADET MEAN</u>		<u>NATIONAL NORM MEAN</u>	
	<u>WOMEN</u>	<u>MEN</u>	<u>WOMEN</u>	<u>MEN</u>
VERBAL	515	505	487	484
QUANTITATIVE	616	649	510	595
ANALYTIC	614	608	524	535

PREPARED BY: USMA (OIR), 23 SEP 91

SOURCE: ETS (91 GRE TAPES & 90-92 NATIONAL SCORES FROM 1987-88 DATA)

(GRDRDEX.CHT RB/HR)

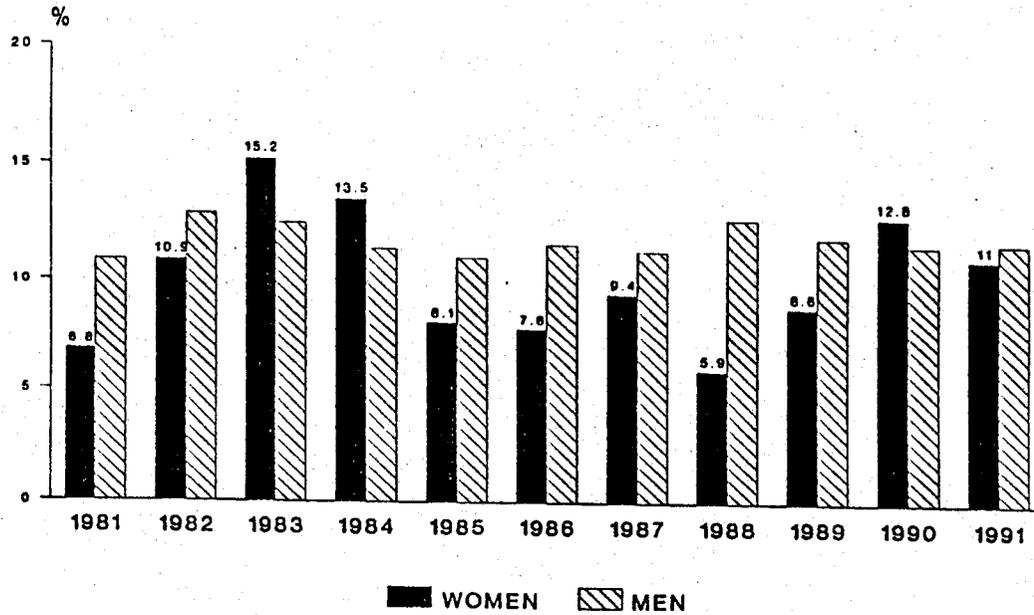
PERCENT OF CADETS WHO SELECTED MATH, SCIENCE OR ENGINEERING AT USMA (VS HUMANITIES OR PUBLIC AFFAIRS)



PREPARED BY: USMA (OIR), 15 APRIL 1991
SOURCE: CADET DATA BASE

WOMSE.CHT RP

PERCENTAGE OF WOMEN AND MEN SELECTED AS CADET CAPTAIN

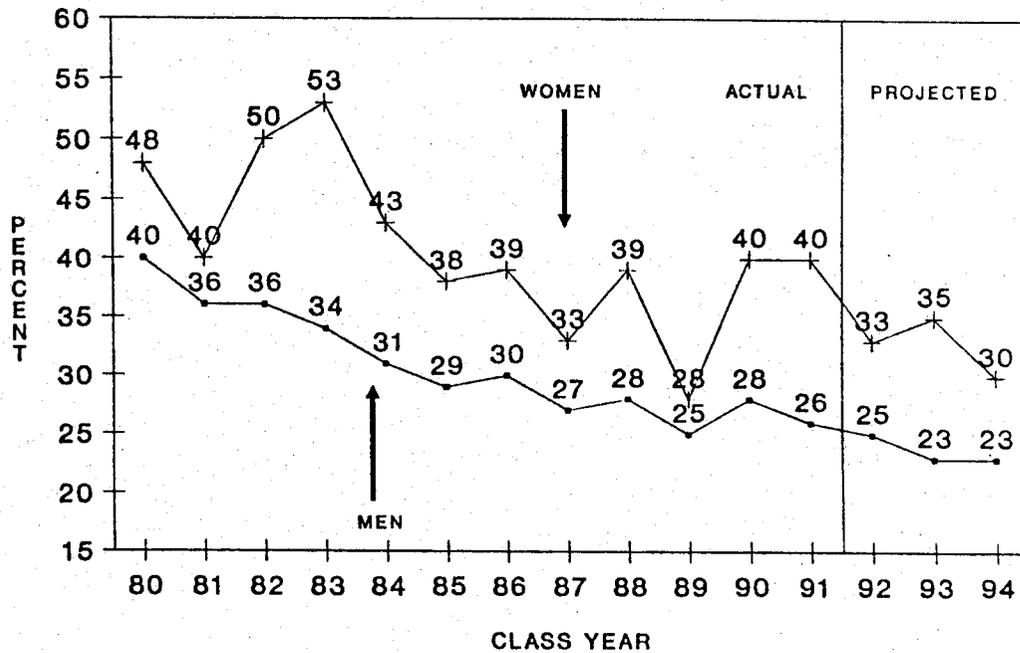


PREPARED BY: USMA (OIR) 10 APRIL 1991
SOURCE: CADET INFORMATION DATA BASE

(WOCPT.CHT RP)

CADET ATTRITION

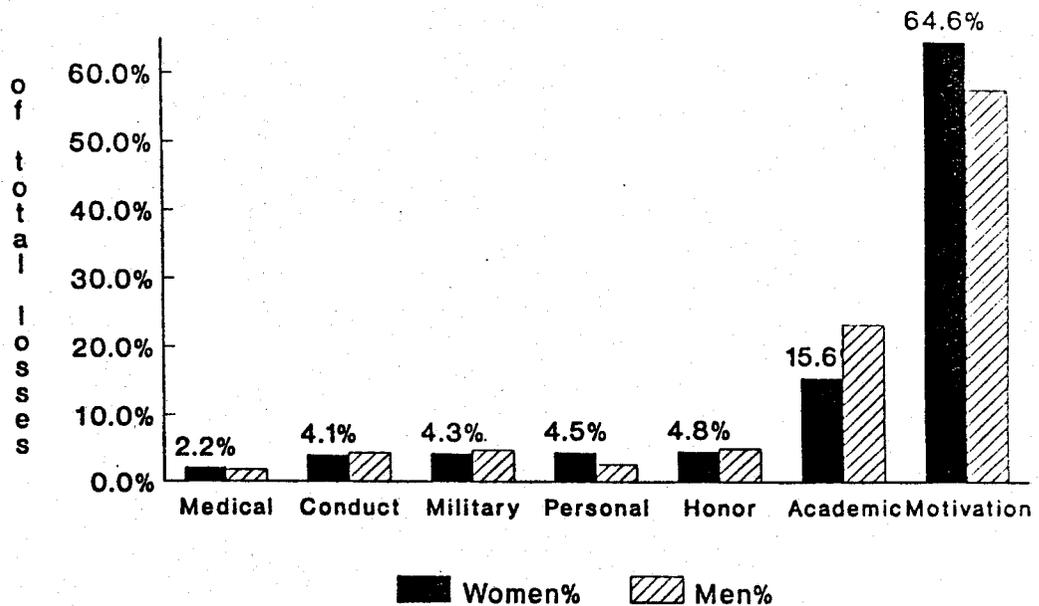
ATTRITION MEN AND WOMEN CLASS YEARS 1980-1994



PREPARED BY: USMA (OIR) OCTOBER 1991
 SOURCE: USCC ATTRITION REPORT 2-317
 PROJ: AVG ADD PCT LOST CLYRS 1987-1991

(ATTNMW95.CHT)

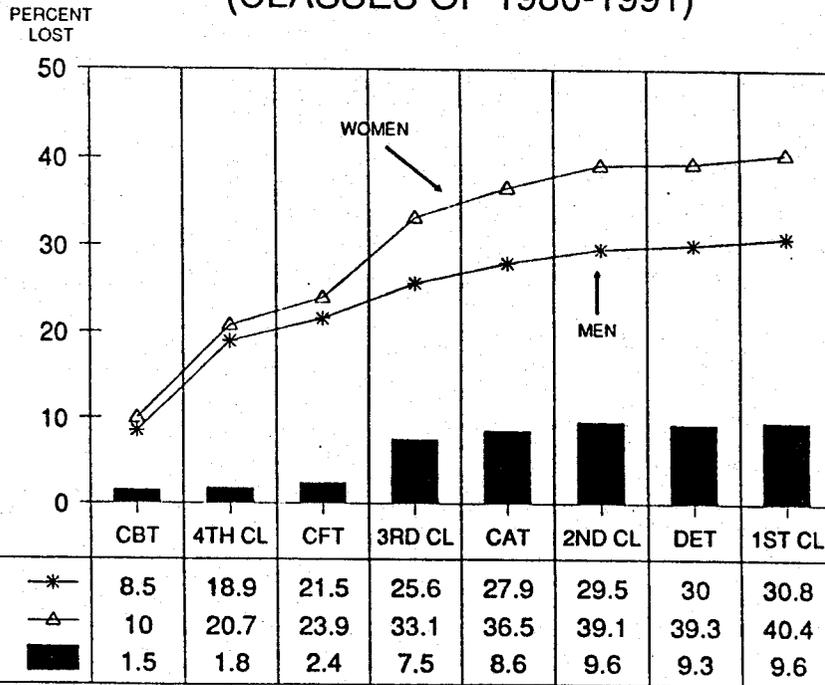
PERCENTAGE OF TOTAL LOSSES BY SEX AND CATEGORY, CLASSES OF 82-91



PREPARED BY: USMA (OIR), 19 JULY 1991
 SOURCE: USCC Attrition Report 2-317
 Excludes pretraining losses, turnbacks

(WB290L2.CHT RP)

ATTRITION MEN AND WOMEN (CLASSES OF 1980-1991)



PREPARED BY: USMA (OIR), 4 October 1991
SOURCE: USCC Attrition Report 2-317

(ATTRNWMCHT hvrp)

ATTITUDES WITHIN THE CORPS OF CADETS

Indicators of Self-Confidence & Morale Among Women & Men

Class of 1991

Item	Women	Men
Would you advise promising high school students to apply to USMA (assuming they are interested in becoming Army officers % yes)	73%	73%
In retrospect: Are you proud of your decision to attend and remain at West Point (% yes)	78	82
I believe I am fully ready to serve as a commissioned 2nd Lieutenant (% agree)	88	90
I feel comfortable relating to members of the opposite sex in both professional and social settings (% agree)	83	68

PREPARED BY: USMA (OIR), October 1991
SOURCE: First Class Questionnaire, Class of 1991

(INDSFCON.CHT hh/rp)

How Women in the Class of 1991 Perceived Treatment by Peers, Professors, and Tactical Officers

Response	Peers	Professors	Tactical Officers
Treated with greater kindness	8%	6%	6%
Treated more severely	17	6	4
Both more severely & more kindly	38	21	17
Treated me the same	<u>37</u> 100%	<u>67</u> 100%	<u>73</u> 100%

N = 52 women

PREPARED BY: USMA (OIR), 8 October 1991
SOURCE: Human Relations Survey, Class of 1991

(PERCTRIM.CHT rp/hh)

Have You Been the Target of Unwelcome Attention* in the Last 12 Months?

Response	Class of 1991	
	Women	Men
Definitely not	14	57
Maybe, I'm not sure	12	17
Yes, once or twice	27	12
Yes, on several occasions	27	8
Yes, frequently	20	7
	N = (51)	(442)

*UNWELCOME ATTENTION: BEHAVIOR TARGETED AT YOU AS AN INDIVIDUAL THAT YOU CONSIDER INAPPROPRIATE, PERSONALLY OFFENSIVE, AND NOT RELATED TO YOUR PERFORMANCE OF CADET DUTIES. EXAMPLES MIGHT INCLUDE: A PERSONAL INSULT; A SLUR AGAINST YOUR RELIGION, RACE, OR SEX; AN OBSCENE GESTURE OR REMARK; AN UNSOLICITED COMMENT ABOUT YOUR BODY.

PREPARED BY: USMA (OIR), 8 October 1991
SOURCE: Human Relations Survey, Class of 1991

(UNWLCATN.CHT rp/hh)

Uninvited Sexual Attention From Someone in the Last 24 Months at USMA Women Class of 1991

Type of Unwanted Attention	Frequency					Total
	Never	Once	Once a Month or less	2-4 times a week	Once a week or more	
Pressure for sexual favors	77%	9	9	2	2	99%
Touching, leaning over, cornering, pinching	40%	15	31	12	2	100%
Suggestive looks	40%	15	30	9	5	99%
Letters, calls, sexual materials	75%	13	8	4	0	100%
Teasing, jokes, remarks questions	17%	11	25	30	17	100%

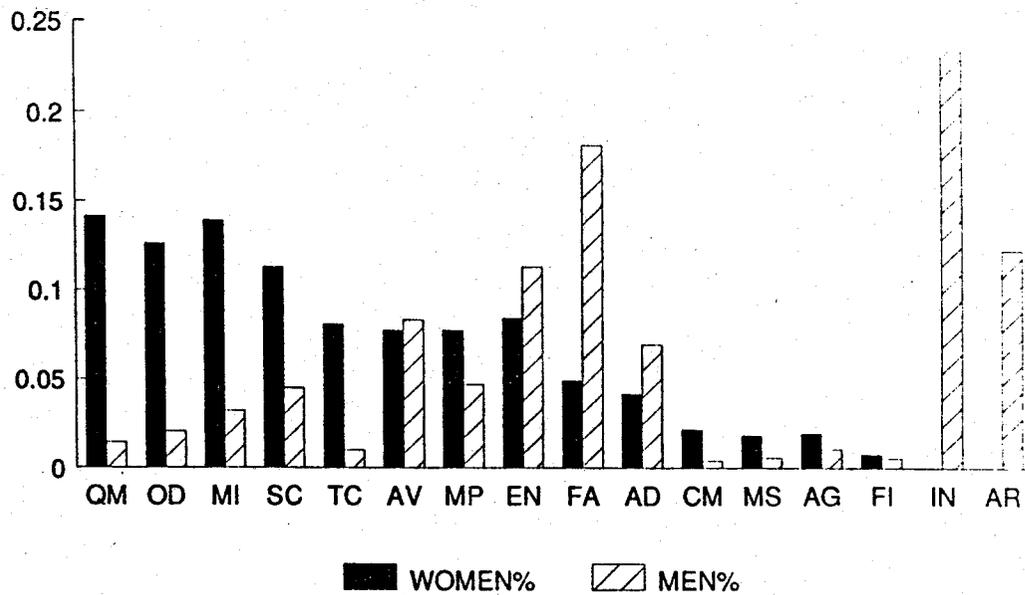
N = 53 Women

PREPARED BY: USMA (OIR), 8 October 1991
SOURCE: Human Relations Survey, Class of 1991

(UNINVSEX.CHT rp/hh)

GRADUATES

BRANCH ASSIGNMENTS MEN VS WOMEN CLASSES 80-91



PREPARED BY:USMA(OIR), 19 JULY 91
SOURCE: BRANCH SELECTIONS, BABR TAPE

(RELBR.CHT/RFP)

CAREER INTENTIONS OF GRADUATING SENIORS

1989-1991

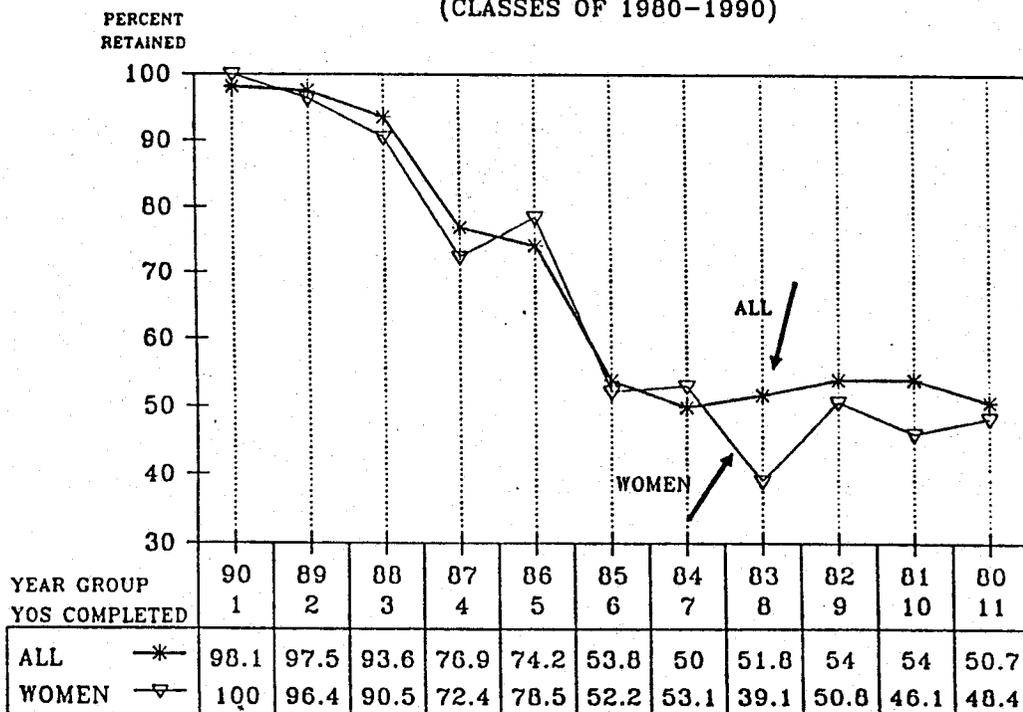
	PERCENT WOMEN	MEN
STAY UNTIL RETIREMENT	10	17
STAY BEYOND 5 YEARS	32	26
UNDECIDED	44	42
PROBABLY LEAVE AFTER 5	9	11
DEFINITELY LEAVE AFTER 5	5	4
	100%	100%

•Unweighted average; percentage add to 100% except for rounding

PREPARED BY: USMA (OIR), October 1991
SOURCE: First Class Surveys 1989-1991

(CRINTNSR.CHT rp/hh)

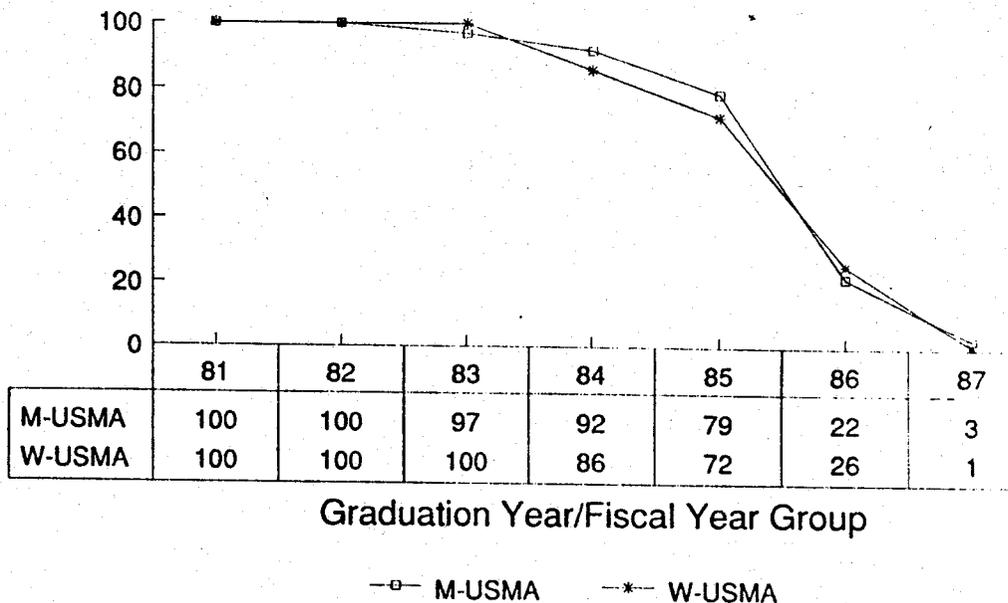
CONTINUATION RATES (CLASSES OF 1980-1990)



PREPARED BY: USMA (OIR), 20 Sep 91
SOURCE: Officer Master Tape Jul 91

(CONRATES.CHT RP/mp)

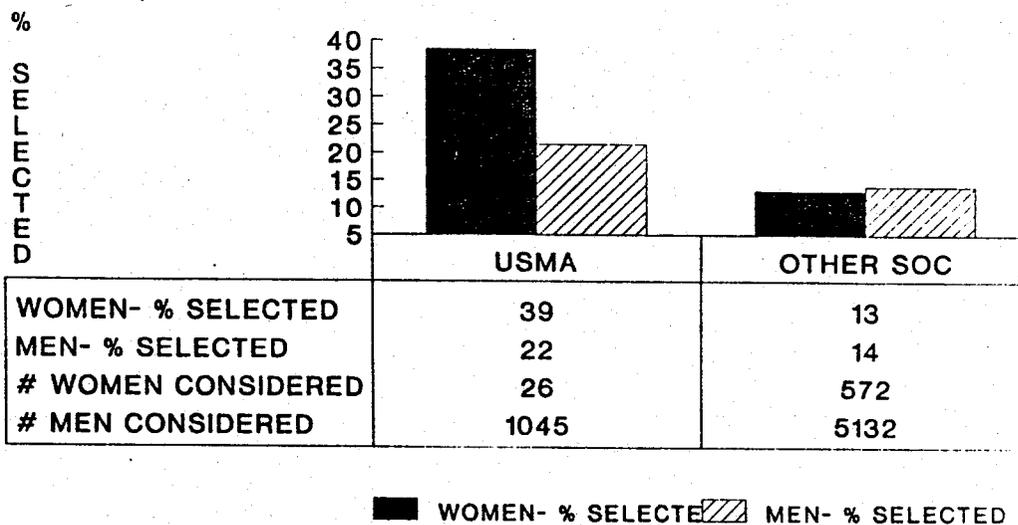
Percent of Officers Completing Advanced Military Education



PREPARED BY: USMA (OIR), 17 Oct 91
 SOURCE: Officer Master Tape, 81-87

(MELCHT rp/hn)

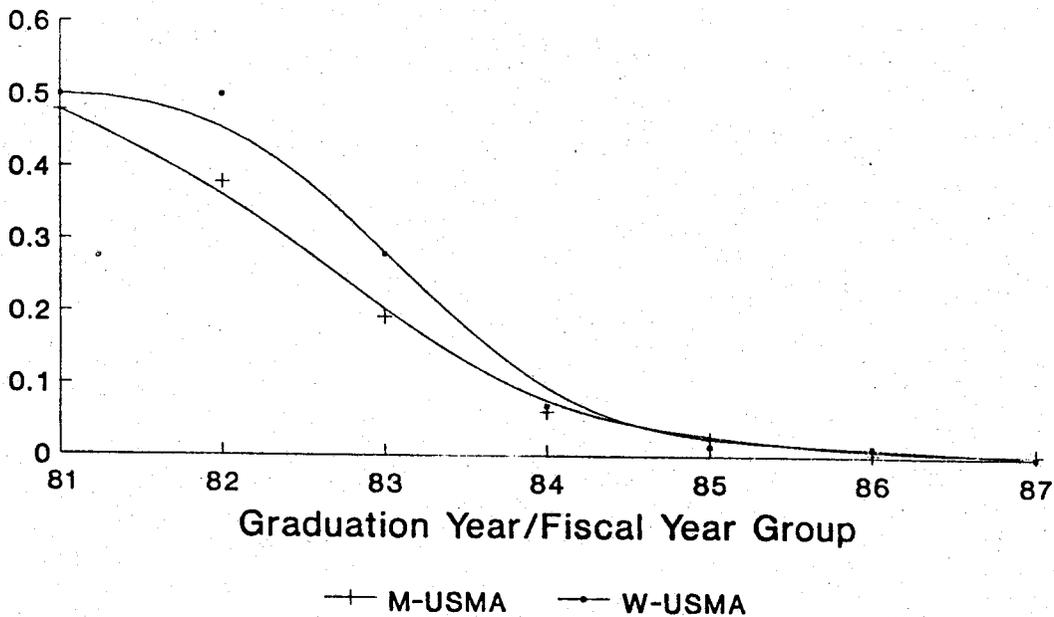
COMMAND AND STAFF COLLEGE SELECTIONS FY 90



PREPARED BY : USMA (OIR) 1 NOV 1991
 SOURCE : OFFICER PROMOTION DATA TAPES

SSC90CGS.CHT (RP)

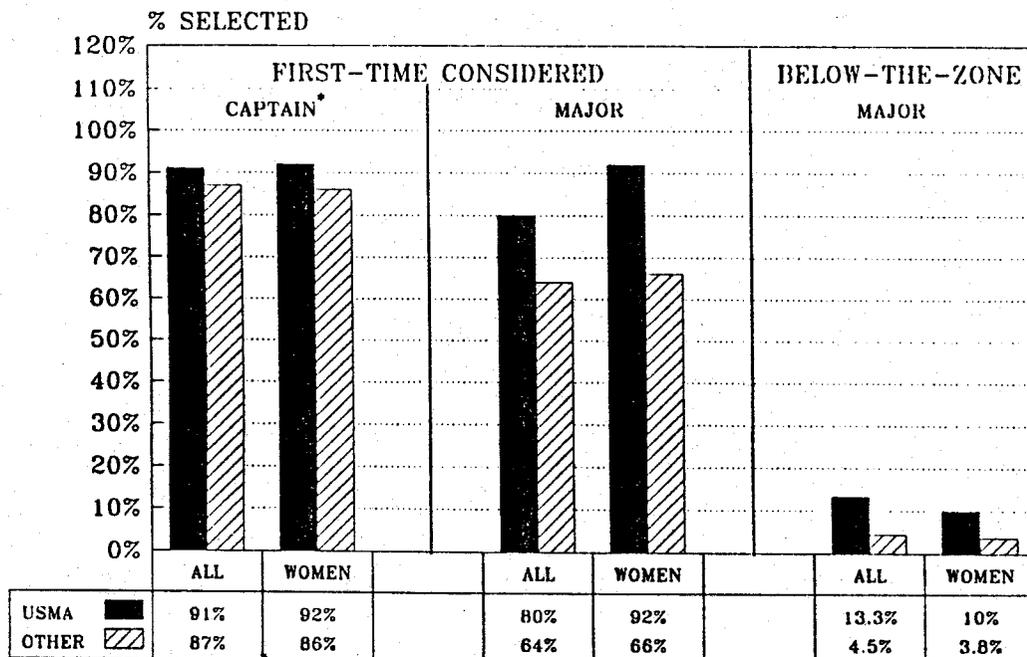
Percent of Officers Completing Advanced Civilian Education



SOURCE: Officer Master Tape, 81-87
 PREPARED BY: USMA (OIR), 17 Oct 91

(CEL.CHT ep/hh)

PROMOTION BOARD SELECTION RESULTS (FY88 - 90)



* Two boards were held for promotion to Captain in FY88-89.

PREPARED BY: USMA(OIR), August 1991
 SOURCE: Officer Promotion Data Tapes

(SELECT3.CHT td/hh)

**Functional Area Code for
Active Duty Officers '81-'87***

Functional Area		USMA	
		Women	Men
Psy Ops Civ Affairs	(39)	0	0.5
Personnel Management	(41)	3.2	3.8
Comptroller	(45)	1.3	2.2
Public Affairs	(46)	1.1	0.8
Foreign Area Officer	(48)	1.1	3.7
Operations Rsch/Systems	(49)	6.7	13.2
Force Development	(50)	0.5	1.0
R & D	(51)	7.5	8.7
Nuclear Weapons	(52)	4.0	3.4
Systems Automation	(53)	5.6	6.4
Ops/Plans/Train	(54)	1.6	9.7
Procurement	(97)	2.9	1.0
N =		375	3835

*USMA Class - May-December Graduates

Active duty officers in the following branches: IN, AR, FA, MP, CH, OD, AD, QM, TC, TI, EN, SC, MI, AG, AV

PREPARED BY: USMA (OIR), October 1991
SOURCE: Officer Master Tape, September 1990

(FUNCTARE.CHT rp/hh)

The Integration of Women Has Been a Success

	<u>Women</u>	<u>Men</u>
Agree or agree strongly	59.6%	42.7%
Undecided	15.3	19.3
Disagree or disagree strongly	25.4	38.0

PREPARED BY: USMA (OIR), July 1991
SOURCE: Class of 1991 First Class Survey

(INTEGRW.CHT rp/hh)

SUMMARY

BASED ON THEIR PERFORMANCE AS:
CANDIDATES, CADETS, AND GRADUATES
WOMEN

- EARN THEIR WAY INTO USMA
- PERFORM TO THE SAME STANDARDS AS OTHER CADETS
- MAKE SIGNIFICANT CONTRIBUTIONS AS OFFICERS

CONCLUSION

GENDER INTEGRATION HAS BEEN SUCCESSFUL AT USMA.

PREPARED BY: USMA (OIR), 1 NOVEMBER 1991

(SUMCON2.CHT mp)



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

April 11, 1991

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 1991 United States Military Academy Board of Visitors.

REPRESENTATIVE GREG LAUGHLIN, Chairman
MRS. SALLY MCKENZIE, Vice-Chairman
MR. EDWIN MEESE III, Member
MR. JOHN H. LINDSEY, Member
REPRESENTATIVE HAMILTON FISH, JR., Member
REPRESENTATIVE WILLIAM D. LOWERY, Member
REPRESENTATIVE GEORGE DARDEN, 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.

FOR THE CHAIRMAN:

A handwritten signature in black ink, appearing to read "S. R. Furr", written over the printed name.

STEPHEN R. FURR
LTC, GS
Executive Secretary

APPENDIX V

MATERIALS FURNISHED TO THE 1991 BOARD OF VISITORS

Report of the 1990 Board of Visitors

Organizational Meeting Read Ahead Material

Information Paper: MAOR, Active Duty Service Obligation
Academy Position Paper: Active Duty Service Obligation
Information Paper: MAOR, The Size of the Corps of Cadets
Academy Position Paper: Optimal Size of the Corps
Information Paper: MAOR, RA versus OTRA Commissions
Information Paper: MADN-L, Master's Degree Program
Academy Position Paper: Master's Degree Program
Academy Position Paper: Faculty Composition
Information Paper: MAIR, GAO Review of DOD Service Academies
Information Paper: MAIR, GAO Review of Service Academy
 Procedures on Racial Discrimination, Sexual Harassment and Hazing
Information Paper: MAIR, GAO Review of Service Academy
 Preparatory Schools

September Meeting Read Ahead Material

Information Paper: Military Intersession
Information Paper: Program Enrichment
Information Paper: Upgrade of Academy Infrastructure
Information Paper: Eisenhower Master Program
Information Paper: Cadet Leader Development System
GAO Report, DOD Service Academies: Improved Cost and Performance
 Monitoring Needed, July 1991
Information Paper: Privatization
Minutes of the Organizational Meeting
Summary of USMA Actions Taken in Response to the 1990
 Recommendations of the Board
Letter of Appointment of the Executive Committee

September Meeting Hand Out Material

Final Statement, Accreditation Board for Engineering and Technologies
Information Paper: DACOWITS Study on Assimilation of Women
Executive Summary: NCAA Certification Program
Information Paper: Initial Appointment of all Officers in Reserves
Section 507, FY92 Defense Authorizations Act, SASC Markup
Approved DA Response to the 1990 USMA Board of Visitors Report
USMA Circular 1-101, Cadet Leader Development System
Eisenhower Program of Graduate Studies in Leader Development,
 Summer 1991

APPENDIX VI

Annual Meeting Read Ahead Material

Information Paper: Financial Operation and Structure, USMA

Information Paper: Gender Issues and Leadership

Information Paper: Selection of West Point Faculty

Information Paper: Graduate Performance Part I (Dean);

Graduate Performance Part 2 (OIR)

Minutes of the September Meeting

Annual Meeting Handout Material

Memorandum, MADN-1, 17 Sep 91, National Collegiate Athletic
Association (NCAA) Certification Review Committee

Information Paper: Four Year Human Resource Program