

ANNUAL REPORT  
UNITED STATES  
MILITARY ACADEMY  
BOARD OF VISITORS



DECEMBER 31, 1993

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PRESIDENT OF THE UNITED STATES



# REPORT OF THE 1993 BOARD OF VISITORS 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, December 31, 1993

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**

Alfonse M. D'Amato, New York  
Larry Pressler, South Dakota  
Harry M. Reid, Nevada  
Richard C. Shelby, Alabama

**Representatives**

Tom DeLay, Texas  
Hamilton Fish, Jr., New York  
W.G. Hefner, North Carolina  
Greg Laughlin, Texas  
John S. Tanner, Tennessee

**Presidential Appointees**

Mr. Hector M. Hyacinthe, Packard Frank Inc., 19 Center Street, Ardsley,  
New York (Appointed in 1991 to serve through 1993)  
Mr. John H. Lindsey, Lindsey Insurance Company, 921 Main Street, Houston,  
Texas (Reappointed in 1993 to serve through 1995)  
Mrs. Sally McKenzie, 4517 Beverly Drive, Dallas, Texas  
(Reappointed in 1993 to serve through 1995)  
Mr. Edwin Meese III, Distinguished Fellow, Heritage Foundation; Washington,  
D.C. (Reappointed in 1992 to serve through 1994)  
Mr. John G. Rowland, Rowland Associates, New Britain, Connecticut  
(Appointed in 1991 to serve through 1993)  
Mr. Richard J. Wall, O'Donnell, Waiss, Wall and Mesche, 100 Broadway,  
San Francisco, California (Appointed in 1992 to serve through 1994).

3. **EXECUTIVE SECRETARY.** Lieutenant Colonel Stephen R. Furr, Secretary of the General Staff, USMA, served as the Executive Secretary to the Board from 1 January through 31 December 1993.

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 1993.** The 1993 Board of Visitors held three meetings during the year. The organization meeting in Washington, DC on 24 February 1993. A meeting was held at West Point, 7-8 May 1993. Members of the Board made individual visits to cadet summer training on 12 and 13 July 1993. The required annual meeting of the Board was held at West Point on 28-30 October 1993.

b. **24 February 1993, Washington, DC.** The organization meeting of the 1993 Board was held in the Room 3C688 of the Pentagon and was attended by the six Presidential appointees, two members from the House of Representatives, and one member from the Senate. A quorum (6 members including one from Congress) was achieved. Mr. Hector M. Hyacinthe was elected Chair and Senator Conrad Burns was elected Vice-Chair. Mr. Hyacinthe deferred selection of the Executive Committee until the Congressional vacancies on the Board were filled. The Board selected areas of interest and meeting dates for two more meetings during the year. Summarized minutes for this meeting are at Appendix II.

c. **7-8 May 1993, West Point, NY.** This meeting at West Point was attended by four Presidential appointees, one member from the Senate, three members from the House of Representatives, and one representative of a member from the House of Representatives. A quorum was achieved. During the meeting, the Superintendent updated the Board on ongoing Academy issues. They received a report on the outcome of the Annual Program Review and the selected Major Studies from the Academy leadership. Roundtable discussions were held with junior military instructors completing assignment to West Point and emerging cadet leaders of the Class of 1994. In addition, the Board received a status report on the Infrastructure Revitalization Program in progress at the Academy. Representative John S. Tanner was elected as Vice Chair to replace Senator Burns. The Board approved the Chair's selection of the members of the Executive Committee as in addition to the Chair and Vice Chair: Senator Pressler, Representative Fish, Representative Laughlin, Mrs. McKenzie, Mr. Meese, and Mr. Wall. Summarized minutes for this meeting are at Appendix III. This meeting was open to the public.

d. 12 and 13 July, West Point, NY. Visits to observe cadet summer training were made by individual members of the Board. Members observed both cadet basic and field training.

e. 28-30 October, West Point, NY. The annual meeting of the 1993 USMA Board of Visitors was held, in accordance with provisions of Section 4355(d) of Title 10, United States Code, at West Point. This meeting was attended by four Presidential Appointees, one member from the Senate, and three members of the House of Representatives. The Board's Annual Report to the President was prepared. The Board was briefed on USMA Strategic Guidance. Some Board members visited the United States Military Academy Preparatory School (USMAPS) and met in separate roundtable discussions with civilian faculty members, employees of Directorate of Intercollegiate Athletics (DIA) and Department of Physical Education (DPE), and Corps Squad athletes. 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 191st year, continues to provide the nation with leaders of character who serve the common defense. The Board of Visitors strongly affirms that the 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 of Visitors considers the Academy the premier leader development institution in the world.

The Board of Visitors commends to your attention Mr. Hector Hyacinthe and Mr. John Rowland whose appointments expire this year. The Board extends its appreciation for their dedicated and outstanding service. The Board also wishes to commend Senator Conrad Burns of Montana and Representative Buddy Darden of Georgia for their exceptional service as Congressional members of the Board.

The Board of Visitors wishes to thank both you, Mr. President, and President Bush for your respective visits to the Academy during 1993. Such visits do a great deal to reinforce the Academy's commitment to excellence, and the public's understanding of and support for the world's premier leader development institution. The Board invites you to return whenever your schedule permits.

The Board accepts without reservation the responses of the Department of the Army and the Academy to the recommendations in the 1992 Report.

b. **Specific Conclusions and Recommendations.**

(1) **Conclusion: Tactical Officer Education Program.** We have followed closely, since 1987, the program of instruction designed to prepare new tactical officers for their duties as leaders, trainers, and mentors of Cadets. We believed the Eisenhower Program of Graduate studies in Leader Development to be without parallel in either the military or civilian education and training systems. While we remain disappointed that the Fiscal Year 1993 Defense Authorization Act did not approve the Eisenhower Program, the Board wishes to express its pleasure with and support for the innovative program developed by the Academy in conjunction with the Long Island University to continue the academic training and education of the tactical officers.

**Recommendation.** The Board requests the Academy provide it an in-progress assessment of the Long Island University program during 1994. The Board restates its concern that the academic rigor and practical challenge of the former Eisenhower Program be continued in the alternative programs for training and graduate education of tactical officers.

(2) **Conclusion: Infrastructure Revitalization Program.** The Board continues to closely monitor the execution of the Infrastructure Revitalization program. The Board maintains that the successful completion of this program, as planned, is essential to maintaining the excellence of West Point. The Board notes with pleasure and endorses the commitments by the Academy and Department of the Army to ensure full funding of the program, but expresses its reservations that such funding will be inevitably be cut unless made a highly visible priority. The Board applauds the Academy's initiative in having fully designed projects ready to contract subject to availability of funds and the successful execution of the program in FY 93. The Board requests an in-progress report on this program during 1994.

**Recommendation.** The Board strongly recommends that the Department of the Army and the Academy continue their strong commitment to fund fully the Infrastructure Revitalization Program, as planned, for the fiscal years 1994-1997.

(3) **Conclusion: Annual Program Review.** The Board concurs with the methodology of the Annual Program Review and maintains that it is an excellent management tool for ensuring the excellence of the Academy's developmental programs. The Board concurs with the adjustments made to the Academic, Military, Physical, and Moral-Ethical Programs as a result of this year's review. Particularly, the Board wishes to underscore the merit of Honor and Consideration for Others as bedrock values of the Corps of Cadets. We are

pleased with the positive trend in Cadet performance as shown by the improvement in grades, as well the declining numbers of academic separations and course repeats. We approve of the synchronizing of the Cadet Physical Fitness Test with the Army Physical Fitness Test and incorporating Army standards as baselines for performance. The Board is particularly impressed with the innovative approaches shown in Cadet training and the costs savings which will accrue as a result of implementing these adjustments.

**Recommendation.** The Board recommends that the Annual Program Review be continued as a management and assessment tool and requests a detailed briefing on the findings of next year's program review.

**(4) Conclusion: Faculty and Tactical Officer Quality of Life Review.** We are pleased that the Academy focused a review upon the junior members of the staff and faculty. We believe the positive factors associated with a tour at West Point by these young officers greatly outweigh the negative.

**Recommendation.** We are concerned over the continuing perception by many that a staff or faculty tour at West Point may have negative effects upon their professional futures. The anecdotal evidence would seem to indicate this is not the case. The Board requests the Academy advise them if there exists some statistical method to confirm or reject this negative perception.

**(5) Conclusion: Athletic Program Review.** We are impressed with the commitment shown by the Academy to the principles of the Knight Commission and the NCAA with respect to institutional control of the athletics program. This year's review, following closely on work done in previous years with the NCAA Pilot Certification Program, and the Defense Advisory Committee on Service Academy Athletic Programs, underscores the commitment of the Academy to the student-athlete, institutional control of athletics, and competitive athletics as an integral part of the cadet experience. The scope of this year's review and the commitment in leadership and faculty time is also impressive. We believe the assessment of scope of competition and fiscal management to be correct and responsible. The Board applauds the Academy's decisions with respect to responsible fiscal management of athletic programs. We understand the difficulties of such decisions, but accept the Academy's recommendations as to the proper courses of action in this arena. In this time of austerity and general belt tightening, we have seen reductions in academic course offerings and reduced faculty resources, and similar constraints in the military development. It is unreasonable to expect the athletics program to remain untouched.

**Recommendation.** We believe the Academy's decisions in this program area to be correct for the times and resources constraints faced. We request the Academy update the Board periodically on the status of the various initiatives in athletic program management. We further request the Board be briefed on the outcomes of the Defense Advisory Committee on Service Academy Athletics Programs review when completed.

**(6) Conclusion: United States Military Academy Preparatory School.** The Board greatly enjoyed its visit to the Preparatory School. We believe it fulfills a vital role in preparing candidates for admission to the Academy. The Board strongly supports continuation of the Preparatory School and program in its current form and format. We believe that it offers one of the best avenues for admission to the Academy for soldiers and minority candidates who require additional preparation.

**Recommendation.** The Board requests to be fully briefed prior to the summer of 1994 on the outcomes of the American Council of Education, Department of Defense, and Department of the Army reviews of the Preparatory School and any resulting recommendations for program changes or management initiatives.

**(7) Conclusion: Cadet Summer Training.** The members of the Board who participated were impressed with the visit to summer training. The breadth and scope of training, the commitment to quality training evidenced by the staff, cadet cadre, and supporting Army units, and by the cadets being trained. We are greatly pleased with the professional commitment to leadership shown by the upper-class cadre in both Cadet Basic and Field Training.

**Recommendation.** The Board requests the Academy provide an update during 1994 on the effect of implementation of the initiatives in Cadet training as a result of this year's Annual Program review and an assessment of their effect on the quality of Cadet training experience.

1993 UNITED STATES MILITARY ACADEMY  
BOARD OF VISITORS



HECTOR M. HYACINTHE  
Chair, 1993 Board of Visitors  
Bronxville, New York



HAMILTON FISH, JR.  
United States House of Representatives



EDWIN MEESE III  
Washington, D.C.



RICHARD C. SHELBY  
United States Senate



SALLY F. MCKENZIE  
Dallas, Texas



GREGORY H. LAUGHLIN  
United States House of Representatives



RICHARD J. WALL  
San Francisco, California



JOHN S. TANNER  
United States House of Representatives



**SUMMARY OF ACTIONS TAKEN IN RESPONSE TO THE 1992  
RECOMMENDATIONS OF THE BOARD**

As of: 30 April 1993

**TITLE AND DATE OF REPORT:** Report of the United States Military Academy 1992 Board of Visitors, December 31, 1992.

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

**RECOMMENDATIONS AND ACADEMY RESPONSE:** The following actions were taken in response to the 1992 recommendations of the Board:

**1. TOPIC: Eisenhower Program of Graduate Studies in Graduate Studies in Leader Development.**

**RECOMMENDATION:** The Board strongly recommends that the Academy maintain the academic rigor and practical challenge of the current Eisenhower Program in developing its alternatives for training and graduate education of tactical officers. The Board maintains that this program is one of the most significant and beneficial initiatives taken in recent years.

**USMA RESPONSE:** The USMA will no longer offer a graduate-degree program for tactical officers. Long Island University (LIU) will offer a one-year program of study taught at West Point leading to a Master of Science Degree in Education (Counseling and Leader Development) specifically tailored to meet the educational needs of tactical officers. All tactical officers will also participate in the USMA Tactical Officer Education Program which will introduce them to the West Point environment. These courses are specifically designed to close the gap between the educational objectives of the LIU program and the objectives derived from the needs assessment used to develop the Eisenhower Program. The goal remains to provide a sound educational foundation for tactical officers which enables them to develop individual cadets to be leaders of character and to create a culture in the cadet company that fosters individual development. LIU will grant 12 hours of credit for completion of the USMA Tactical Education Program toward the MS degree which LIU will confer upon successful completion of their program.

APPENDIX I

## **2. TOPIC: Release of Information by the General Accounting Office (GAO).**

**RECOMMENDATION:** We believe it inappropriate for the GAO or any other government agency to release only selected data from its surveys. Only full disclosure of survey information is fair to all interested parties. The Board of Visitors is closely and genuinely concerned with all aspects of gender integration at the Military Academy. We believe that an analysis of the data file in question is necessary for the Academy to answer our questions on its surveys. Only full disclosure of survey information is fair to all interested parties. The Board of Visitors is closely and genuinely concerned with all aspects of gender integration at the Military Academy. We believe that an analysis of the data file in question is necessary for the Academy to answer our questions concerning the high response of perceived sexual harassment. But, even more importantly, the Board is charged by law with an oversight responsibility for the Academy's programs and matters pertaining to morale and discipline. Clearly the issues of gender integration and sexual harassment are issues within the purview of the Board to examine as an oversight agency. Our request for the data file should be honored as the data in question are perishable and are already twenty-one months old. We recommend the Academy and the Army continue to pursue all avenues to obtain this data file and analyze it.

**USMA RESPONSE:** USMA concurs with the Board of Visitors' recommendations. We are continuing efforts to obtain all the data from the GAO Survey conducted at West Point and, we have asked the other Service Academies to request their own data from GAO. Both USNA and USAFA have indicated they would do so. All Academies have agreed to share the data in order to support comparative analysis.

## **3. TOPIC: Gender Integration.**

**RECOMMENDATION:** The Board believes the Academy is moving in the right direction in addressing the complex and important issue of gender integration. The Board applauds the Academy's efforts to address sensitivity toward gender issues as part of its leadership training program. The Board recommends the Academy maintain its impetus, vigilance and direction in this area. The Board requests frequent updates by the Academy in this area and an assessment of current initiatives such as the Date-Crime Project in 1993.

**USMA RESPONSE:** USMA will continue efforts to facilitate gender integration and to improve the overall quality of the developmental experience afforded cadets and officers alike. The Board of Visitors will be briefed periodically on the status of on-going initiatives and will be provided information copies of all USMA reports to DA and/or the DACOWITS on gender integration.

#### **4. TOPIC: Annual Program Review.**

**RECOMMENDATION:** The Board believes the Annual Program Review is an excellent management and assessment tool. The Board recommends continuation of this management approach and that the Board be briefed in similar detail on each year's review.

**USMA RESPONSE:** The Annual Program review will continue to be developed so as to provide Academy leaders a forum for ensuring that cadet developmental programs (Academic, Military, Physical) remain consistent with institutional strategic vision and command guidance. The results of each Annual Program Review will be provided to the Board on a regular basis.

#### **5. VISION OF THE ACADEMY, 2002.**

**RECOMMENDATION:** The Board recommends that all concerned remain cognizant of the invaluable contribution of West Point to meeting the needs of the Army and the Nation and further that short-term action in the interest of cost reduction not be taken at the expense of critical components of the West Point experience. The Board recognizes that the Armed Services face a period of austerity and reduced budgets. However, the Board strongly encourages the Department of the Army and the Academy to maintain the stable baseline funding and infrastructure revitalization programs as developed in the 1991 Functional Area Resource Review conducted by the Army Deputy Chief of Staff for Personnel. The Board requests frequent updates on this issue as the vision is refined and implemented.

**USMA RESPONSE:** The Academy fully supports the Board's recommendation that cost-cutting should not alter the critical components of the West Point experience. USMA, for its part, will strive to maintain the baseline funding and infrastructure revitalization programs, developed in 1991 in conjunction with the DCSPER, and will keep the Board informed of its success in so doing, as requested.

**6. TOPIC: Infrastructure Revitalization.**

**RECOMMENDATION:** The Board strongly recommends that the Department of the Army and the Academy continue their support in funding and executing the Infrastructure Revitalization Program and that this support include a commitment to protect the infrastructure revitalization funds budgeted for FY93 and programmed FY94-97.

**USMA RESPONSE:** The United States Military Academy concurs fully with the Board's recommendation. Both the Academy and the Army are committed to continuing a stable funding stream for the USMA Infrastructure Revitalization Program. Responsible execution by the USMA and support by the Board are crucial to the continued success of this initiative.

**7. TOPIC: University Financial Management System.**

**RECOMMENDATION:** The Board concurs with USMA's participation as a test site for this program and endorses the concept of a standard financial management system for service academies which is compatible with this in use at civilian institutions. The Board requests it be updated periodically on the status of the test.

**USMA RESPONSE:** The first of the proposed series of Corporate Information Management (CIM) DoD Universities Business Process Improvement Workshops was the Financial Management Workshop conducted at USMA August-November 1992. Significant findings included redundant processes coupled with inefficient systems and structures. Total estimated cost of controlling and accounting for resources at USMA is \$5.1 million per year. We estimate that \$1 million per year of this can be saved. To accomplish this, USMA has outlined a two to three year plan to integrate and consolidate asset accounting and management functions.

**8. TOPIC: Reserve Commissions and Active Duty Service Obligation:**

**RECOMMENDATION:** The Board remains unconvinced of the necessity for these changes and remains concerned over the potential long-term effects on the numbers and quality of applicants entering in 1992 and later. The Board intends to continue careful monitoring of the effects of these changes and requests that the Academy provide frequent updates on the

qualifications of applicants. The Board expresses its concern with the cumulative adverse effects on the appeal and attractiveness of the Academy to highly qualified applicants resulting from the following policy changes:

- The reduction in the end strength of the Corps to 4000 cadets.
- The draw-down in the size of the Armed Services.
- The increase in the active duty service obligation from five to six years.
- The delay in the opportunity for Regular Army commissions.

**USMA RESPONSE:** USMA will evaluate effects of the six-year Active Duty Service Obligation and the Other Than Regular Army (OTRA) Commission on the quality and demographics of the candidate population, the performance and retention of cadets, and the commissioned service of USMA graduates. We will keep the Board of Visitors informed of the results.



**SUMMARIZED MINUTES**  
**1993 BOARD OF VISITORS ORGANIZATION MEETING**  
**FEBRUARY 24, 1993**  
**WASHINGTON, D.C.**

**1. MEETING CONVENED.** The Organization Meeting of the 1993 United States Military Academy Board of Visitors was called to order by Mrs. Sally McKenzie, Chair, at 7:45 a.m., February 24, 1993, in Room 3C688 of the Pentagon, Washington, D.C.

**2. ADMINISTRATIVE REMARKS:** The Chair called upon the Executive Secretary, LTC Furr, for administrative remarks:

a. LTC Furr acknowledged the assistance provided by the Office of the Administrative Assistant to the Secretary of the Army, Mr. Hamilton, and his staff, in arranging for the Board's first ever meeting in the Pentagon. LTC Furr next announced for the record those present:

Mrs. Sally F. McKenzie, Chair  
Mr. Hector Hyacinthe, Vice Chair  
Mr. Ed Meese  
Mr. John Lindsey  
Mr. John Rowland  
Mr. Richard Wall  
Honorable Conrad Burns  
Honorable Greg Laughlin  
Honorable Hamilton Fish, Jr.

b. Also present was Mr. Milton Hamilton, Administrative Assistant to the Secretary of the Army; Lieutenant General Howard D. Graves, Superintendent, United States Military Academy; Brigadier General Robert F. Foley, Commandant of Cadets; Brigadier General Gerald E. Galloway, Jr., Dean of the Academic Board; Lieutenant Colonel Stephen R. Furr, Executive Secretary; Lieutenant Colonel Frank Prindle, Office of Congressional Legislative Liaison; Miss Maryann K. Melville, Administrative Officer for the Board; and Ms. Judith Mathewson of the Ottaway New Service.

c. LTC Furr advised the Chair that a quorum was present under the Rules of the Board. He further advised that a copy of the meeting agenda

APPENDIX II

and supporting material was at each member's place and that the main items of business for the Board were the Election of Officers, Appointment of the Executive Committee, and Selection of Dates and Topics for the 1993 Meetings.

**3. OPENING COMMENTS:** The Chair welcomed the members to the first Board meeting of 1993 and thanked them for their support during 1992. The 1992 Report indicates their very active participation in the matters at hand. The Chair moved to consideration of the Agenda at Enclosure 1

**4. ELECTION OF OFFICERS:** The first order of business was the election of a new Chair and Vice Chair for 1993. The Chair stated nominations for the position of Chair would be entertained.

a. Mr. Meese nominated Mr. Hector Hyacinthe as Chair. The nomination was seconded by Mr. Wall and approved by unanimous voice vote of members present.

b. Mr. Hyacinthe, Chair, opened nominations for Vice-Chair. Mr. Wall was nominated by Mr. Rowland. The nomination was seconded by Mr. Meese. Mr. Fish stated that since the rotation of the Chair between Presidential and Congressional members had been recommended and approved by previous Boards, and the progression from Vice-Chair to Chair has become evident over the past several years, he nominated Senator Conrad Burns for the position of Vice-Chair. Mr. Laughlin seconded the nomination. The Chair called for a written ballot. A count of the ballots showed that Senator Burns was elected as Vice-Chair of the 1993 Board of Visitors.

c. The Chair requested the Board's consent to defer the appointment of the Executive Committee until the end of the meeting.

**5. PRESIDENTIAL PERSONNEL REVIEW OF BOARDS AND COMMISSIONS;** Mr. Hamilton, Office of the Secretary of the Army, advised the Board of a query from the Office of Presidential Personnel relative to the responsibilities and composition of the Board. The Secretary of the Army Federal Advisory Committee Management Act Compliance Office, in coordination with the Academy, will prepare the response. A copy of the response will be provided the members. A copy of the letter from the White House is at Enclosure 2.

**6. SUPERINTENDENT'S UPDATE.** General Graves welcomed the Board to the meeting and restated the value the Academy places on their contributions and the advice of the members, both collective and individual. He then reported on the following academy actions since the last meeting.

**a. Admissions:**

Admissions continue to be up. Last week's report shows 13,200 applicants for what will be less than 1200 spaces in the Class of 1997. The Classes of 1995 and 1996 retained at a higher rate than classes before them and as we have a mandated maximum strength of 4000 by 1995, we will adjust 1997's class size accordingly.

The 10 to 1 ratio is very encouraging, and we have maintained it for several years. Most universities do not achieve this applicant ratio. Once we go through the complete Admissions process, where the student retains interest, gets a nomination, and passes all the tests, we are down to about 2 to 1 fully qualified applicants for each position. That is still quite good, but we would not want to see it go much lower than that. If it goes lower, it cuts into our choices considerably.

We are seeing a slight drop off in candidates with top academic scores, and those with a combined Scholastic Aptitude Test of above 1350. For example, last year in the Class of 1996, we had 633 applicants above 1350, this year we have about 60 less. The number is still very encouraging, but any time we see a drop off, we look for what might cause it. There are just too many variables to determine what the cause might be. We have the end of the Cold War, the economic situation, and strong for competition top students. We will monitor this to see if becomes a trend. Right now, it's just a one year situation, but we will be watching it.

**b. Academy Initiatives:** As we discussed in past meetings, the implementation of all of our initiatives is going well.

(1) **The Cadet Leader Development System:** The idea of developing leadership across the entire four-year experience is proving successful. The Class of 1993, this year's seniors, is the last class to have experienced anything of the old system. They have bought into the idea of total leadership experience. They are leading the Corps, in spirit, in discipline, and in enforcing the standards. I am very pleased with that.

**(2) Academic Performance:** Academic Performance continues to improve. We are in the top three percent of academic institutions in the nation. We are exercising some strong initiatives to emphasize teaching quality and criteria based grading. We are emphasizing academic performance as a mission for the cadet companies. In their military leadership responsibilities, the company commanders and their chain of command, must see the overall academic performance of the company as part of their mission. If a cadet is having difficulty, it is the leader's responsibility to make sure that cadet gets counseling and assistance. Brigadier General Foley, the Commandant, has company and battalion commanders briefing him on how well they are performing their academic assistance mission.

I mentioned to you our initiative to recognize in some way, every cadet on the Dean's List. What we will award is a silver star to be worn on the either side of the cadet's collar. We currently award gold stars to A+ students. (Formerly, this was the top five percent. When we moved to criteria based standards, the cut-off became a QPA of 3.67 or higher). That's a small percentage. This will recognize those who can make the Dean's List, be a B Student, and be above the average. Cadet response is very positive. Cadet uniforms are austere and we are not overloading their awards. This one will further enhance academic performance.

The quality of the young uniformed faculty was reinforced by the recent Majors promotion Board. The Army promotion rate was 71 percent of those considered. Of our eligible faculty, 91 percent were selected. We continue to bring in outstanding young officers to be members of the faculty. When they go back, they get promoted and run the Army. These are the Franks and Galvins who taught English, the Bradleys who were tactical officers, and the Ridgways who were Spanish instructors. We want to keep that model moving and continue to bring in the top as faculty members.

**(3) Athletic Performance:** All our varsity teams last season had a 67 percent win/loss rate. This means we are selecting good opponents and are performing well. We are national champions in Sport Parachuting, Powerlifting, Orienteering, Judo, and Team Handball. Those are all club sports, but it does indicate our performance level.

For those of you who are familiar with the NCAA Convention, the President's Commission is moving very strongly to reinforce the idea of institutional control over athletic programs. The Scholar-Athlete Model is very strong and we have been active in the interchange that has been going

on in the NCAA. This year, the NCAA is looking at athletic programs certification year. Eventually, every athletic program will be certified by appropriate certification boards. Dr. Gerald Turner, President of University of Mississippi, is the President of the NCAA Certification Committee.

Next year's NCAA topic will be cost containment and the year following, gender equity. We are already moving strongly in both areas. We are studying the athletic program to see how we can reduce costs and have also done a very thorough study on gender equity. USMA is one of the only colleges in the Northeast that plays women's basketball in prime time. For all home games during the week, we play the men's basketball on Tuesday night and women's basketball on Thursday night, at seven-thirty. We work very hard to make sure our women's teams have equal time on the best courts. One time you may find the men practicing in the gymnasium and the women practicing in Crystal arena, and vice-versa. Women's soccer games are played now at Clifton Field, not down on North Athletic Field.

(4) **Moral-Ethical Development**: I am pleased with the character development and moral-ethical programs, as well as the military competence programs. Students are paying serious attention to excellence with fewer indications of cynicism or indifference. Obviously there will always be some, but we do not see them as particularly noteworthy. What we see is college students committing themselves to succeed, and understanding that success is really a function of teamwork. Real success means being a member of the team and helping those in need. The loner who tries to make it at other's expense is not going to make it at West Point. These messages are getting across as part of our programs and the students responding to it.

c. **Mission Statement**: I want to inform you about a small change in the Mission Statement we implemented with the approval of the Army Chief of Staff. The Mission Statement of the Military Academy since 1987 has been "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." That Mission Statement differed from the Statement we had from 1941 to 1987 in that it made no reference to a career in the Regular Army which was included since 1941. The term "throughout a career" was inserted. Instead of saying "...attributes essential to professional growth as an officer of the Regular Army...", the Statement now says that each graduate shall have the "...attributes essential to professional growth throughout a career as an officer in the Regular Army." We recognize that because of the shape of the officer corps not everyone will complete 30 years of service. We want those

who leave the army to be committed to a lifetime of service to the nation. We will maintain that. But, our mission, our purpose, is to develop career army officers. Our Mission Statement ought to have, in our opinion, some reference to a career. We retained the words Regular Army even though our graduates will not receive a regular commission. But we expect them to compete very well for Regular Army commission.

**d. Implementation of the Legislative Initiatives.** Reporting very briefly on the legislative initiatives, they are on track. I believe we are moving along very well.

(1) **Civilian Faculty:** You will recall that we had been instructed to increase the civilian faculty percentage from 7 to 25 percent. Department of the Army has made the funds available to us to do this and we will hire the first 25 new civilian faculty members this summer. O&M funding is scarce, so it was a major decision on the part of the Army to switch \$1M to us to hire these new faculty members. We will move from a current strength of 33 civilian faculty to 119 over the next decade. Our total faculty is about 500, so this will be about 25 percent. The Navy has a higher percentage than we propose, about 75 percent.

Our challenge is to select the right people. We want Ph.D.'s, committed to the values of the Military Academy, who will be the kind of role models that our young officers are. We want faculty who will instill character development into their instructional experiences and not committed just to making sure everybody understands Beowulf.

We will select our first contingent on two year contracts. At the end of two years, we will review their performance and follow on with a three year contract. Beyond that, we will offer somewhere between six and ten years for additional stability. We do not plan a tenure program. We plan to hire under successively longer contracts with mid-contract reviews. All of the advice we have received from senior academic leaders at major universities, to include the Dean at the Naval Academy, is to avoid the tenure program.

This is a trend in academe. Recently, the President of Spring Hill wrote an article which dealt with "Wouldn't it be nice if we could go to five year renewable terms in the academic community?" At most universities, 85 percent of the faculty are tenured. Entitlements are locked in and the flex moneys so small that younger faculty cannot be hired as they come out of graduate programs. Universities would like to have the

flexibility to cause some movement to take place, to have some faculty on five, seven, year "extended tours."

We've talked to over 20 other university presidents and deans and academic leaders. We are looking beyond the experiences at the other academies to the overall academic community. What we want to do is grow with some permanent civilians. We may well find some young Ph.D.'s who show commitment and then groom them through this two, three, six year commitment and see how they perform. They would become the civilian Associate Professors and Professors a decade or two decades from now.

We have had some senior professors who have been at West Point as Visiting Professors, approach us and ask if we would be interested in their return to West Point for the six or seven more years they plan to teach before retiring. We have already received far more applications than we have positions to fill. We have not factored in military service but have said that will be a positive factor. One of the whole purposes of this legislation was to make sure we had a broader background for our faculty. While we may take some retired military, or some former military, I do not feel comfortable taking people who have been at West Point too long and simply converting them to civilians. I think that would be beyond the spirit of the law.

A decade from now, we hope to see each academic department with 2 or 3 senior military officers, colonels, maybe 6 to 10 civilian professors, associate and assistant professors, and the remaining 70 percent of that department would be rotating. The young army officers, to provide the role models, to be involved in assisting with the athletic programs, and to eventually go back to lead the Army after they have spent their three years as faculty members. The civilian faculty will be more expensive than military faculty. O&MA funding is scarce and the program will be tough to manage. The Army is being very helpful because we have been directed to do it by Congress. I am very pleased that we have a total Army team effort helping us move in this direction.

(2) **Reduction in Senior Military Presence:** Another initiative responding to congressional guidance is to reduce the senior military presence at West Point, particularly the non-faculty senior officers. We will reduce the non-faculty colonel presence at West Point by 45 percent, from 20 to 11 by 1997. Some positions will be civilianized and others will be eliminated. Some will be downgraded from colonel to lieutenant colonel positions. This means our leadership will have less experience, but if we get

high quality people, I do not believe it will be a problem for the Academy. It is consistent with the Army structure. The Army is drawing down and we are drawing down as well. Forty-five percent is a pretty dramatic change, but we believe we can live with it.

(3) **United States Military Academy Band:** You will recall the band was another issue. Senator Nunn, the Chief of Staff, Army and I agreed in our meeting on 9 September, that we would reduce the band and incorporate some cadet activity in martial music. We will reduce the band by 30 percent over the next decade. We are already starting to create a Cadet Field Music Unit. This does two things, it accomplishes the guidance, while retaining the martial outreach to the northeastern region. The Military Academy Band had 1600 appearances last year, everything from a funeral detail to a full band concert.

(4) **Cost Reduction.** You will recall that we had a \$16M reduction target in annual costs by 1995, as part of the drawdown to an authorized strength of 4000 cadets. That was \$16M from an appropriated budget of about \$260M. We continue to move on that but we are also working on additional reductions of \$4.5M over the next three years in training, instructional support, installation support and admissions. For example, the cadets will not drive the M1A1 tank when they go to train at Fort Knox but will drive the Bradley Infantry Fighting Vehicle. They will fire half as many rounds. We will open our own Air Assault School, with a mobile training team, across the river at Camp Smith. This alone will save over \$100K a year in travel expense. These are initiatives that reduce costs but do not destroy the essence of the cadet experience. We are going to trim down and make it more austere, but maintain the quality. We will cut down the academic individual development opportunities. Fewer opportunities will be overseas. Those students who will have that opportunity will be those who have been on Troop Leader Training with units in Europe.

The Department of Defense Inspector General is reviewing all non-instructional positions at West Point. They are looking at every position, if it should or should not be done, and if it is a required position, should it be done by a uniformed person. We do not know where their report is going to go with its findings as yet.

We are doing a comprehensive review of our sports program. One of the purposes is to look at ways to reduce costs. We are cutting down on trips of our teams,. For example, some teams go to warmer weather over spring break. This is done primarily because many of their opponents,

particularly those who live south of us are already playing. We are going to cut down on those trips and, in fact, we will be asking the cadets and their parents to pay for part of it.

**e. Revitalization.** With your concurrence, this is planned as a major topic for the Board's next meeting at West Point to include a tour of some of the projects planned and underway.

**f. Tactical Officer Education.** The Tactical Officer Education Program is going well. You will recall that the Eisenhower Leadership Development Fellowship brought future tactical officers to West Point. They studied for a year under our tutelage, then became tactical officers for three years. That was disapproved by Congress. I have briefed both the House and Senate Armed Services Committee staffs and received approval to retain the essence of that program.

We will contract with Long Island University to teach counseling and leader development at West Point to future tactical officers. We will teach a small portion, less than a third, of those courses we are best able to teach, but the degree will be a degree from Long Island University in Leadership Development and Counseling. The key aspects of that program we retained. The Tactical Officers will live at West Point and be able to use the Corps of Cadets as a laboratory to study while they are preparing for the job. For example, when they study socialization of a new team, they can go look at Beast Barracks as the new plebes arrive and look at professional socialization. If they are going to study group behavior, they can go look at the hockey team. By the time they have been at West Point a year, they know well what is going on, I am thrilled we are able to retain this feature because I believe it essential to the success of the program.

Long Island University is very excited about the program. Its a new dimension of organizational behavior which they believe useful to them. They have taught a counseling program for a Masters at night at West Point and this will enable them to add the leadership dimension. They see a carry-over into the civilian world. As you know our Department of Behavioral Sciences and Leadership is working in several other venues to help public organizations with leader development. This will be a point to begin exporting some of our knowledge into the civilian world.

**7. RESPONSE BY CHAIR.** The Chair thanked the Superintendent for the comprehensive update on Academy initiatives.

**8. MEETING SCHEDULE.** The Chair next directed the Board's attention to selection of dates for the 1993 meetings. A list of possible meeting dates was provided each member. After due consideration and discussion, the Board decided on a Thursday evening arrival, with formal meetings on Friday and Saturday morning to increase participation of the Congressional members. The following dates were selected for the 1993 meetings at West Point:

6-8 May at West Point, New York

28-31 October at West Point, New York

Visit to Summer training will be scheduled on an individual basis.

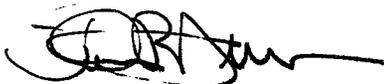
**9. AREAS OF INTEREST FOR 1993 BOARD MEETINGS:** The Board moved to consider the topics for the 1993 meetings (Enclosure 3). After discussion, the Board approved the proposed topics.

**10. CLOSING REMARKS:** The Chair announced that selection of the Executive Committee would be deferred until the Congressional vacancies on the Board were filled. The Board concurred.

**11. ADJOURNMENT:** There being no further business, the Chair requested a motion to adjourn. The motion was made, seconded and approved. The organization meeting of the 1993 Board of Visitors adjourned at 10:30 a.m.



HECTOR M. HYACINTHE  
Chair  
United States Military Academy  
Board of Visitors



STEPHEN R. FURR  
Lieutenant Colonel, U.S. Army  
Executive Secretary  
United States Military Academy  
Board of Visitors

## **AGENDA**

**ORGANIZATION MEETING  
UNITED STATES MILITARY ACADEMY BOARD OF VISITORS  
WEDNESDAY, 24 FEBRUARY 1993, 7:30 A.M.  
Room 3C668, The Pentagon, Washington, D.C.**

Call to Order	Chair
Administrative Remarks	LTC Furr
Opening Comments and Introduction of Agenda	Chair
Election of Officers	Chair
Appointment of Executive Committee	Chair
Remarks and Update by Superintendent	LTG Graves
Status of Revitalization	
Mission Change	
Drawdown Status/Budget	
Personnel Measures	
Long Island University Tactical Officer Training	
Defense Advisory Committee on Service Academy	
Athletics Programs	
NCAA Convention Outcomes	
Response by Chair	
Discussion and Selection of Dates/Format for 1993 Meetings	Board Members
Selection of Areas of Interest for 1993	Board Members
Remaining Business	Board Members
Closing Remarks	Chair

ENCLOSURE 1 to APPENDIX II

THE WHITE HOUSE

WASHINGTON

February 16, 1993

Board of Visitors to the United States  
Military Academy  
United States Military Academy  
West Point, NY 10996

Dear Chairperson/Director:

We have recently reviewed the Boards and Commissions files within the office of Presidential Personnel. During the course of our review it was determined that additional information regarding your area of jurisdiction is needed.

We would like to request the following information relating to your board/commission: a copy of your annual report and a two to five page summary of the functions, budget, personnel, pressing issues, etc. of your organization. We would also like a list of your past membership which includes their date of service and the State in which they reside. It would be most helpful if we receive the material by Friday, February 26.

Also, I would like to be placed on your mailing list to receive your annual reports, meeting notices and agendas. If you have any questions or concerns, do not hesitate to call me or my deputy, Tom Shea at 202/456-2825. We look forward to working with you.

Sincerely,



Janet A. Blanchard  
Associate Director  
Presidential Personnel

ENCLOSURE 2 to APPENDIX II

**SUGGESTED TOPICS/AREAS OF INTEREST  
FOR MEETING AGENDAS OF  
THE 1993 USMA BOARD OF VISITORS**

**SPRING MEETING**

- Annual Program Review
  - Academic
  - Military
  - Physical
  - Faculty Quality of Life
  - Athletics Review
  - Directions for AY 93/94 Assessment
- Infrastructure Revitalization

**VISIT SUMMER TRAINING**

(Individual basis - no formal meeting)

**FALL MEETING**

- Report on Summer Activities
- Performance of Graduates
- Annual Report Preparation

**ISSUE UPDATES**

- Legislative Issues
- Faculty Structure Evolution
- Preparation of Tactical Officers
- Gender Integration
- Vision for 2002
- DOD University Financial Management System
- Class of 1997 Admissions
- Honor Code and System
- USMA Preparatory School Review

**NOTE**

The following will be included in the Board's Itinerary when dates and times of meeting permit:

- Visit or Teach Academic Classes
- Roundtable Discussions with cadets and/or staff and faculty
- Roundtable Discussion with GEN Galvin "Global Strategy in the 90s"
- Visit/Tour specific facilities

**ENCLOSURE 3 to APPENDIX II**



**SUMMARIZED MINUTES**  
**1993 BOARD OF VISITORS MEETING**  
**MAY 7-8, 1993**  
**WEST POINT, NEW YORK**

1. **CONVENING OF THE BOARD.** A meeting of the 1993 United States Military Academy Board of Visitors was convened by the Chair, Mr. Hector M. Hyacinthe, at 8:15 a.m., May 7, 1993, in the Superintendent's Conference Room, Taylor Hall, United States Military Academy, West Point, New York.

2. **ADMINISTRATIVE REMARKS.**

a. LTC Furr announced for the record the presence of a quorum with the following members present:

Mr. Hector M. Hyacinthe, Chairman of the Board  
Mrs. Sally McKenzie  
Mr. John Lindsey  
Mr. Richard Wall  
Honorable Greg Laughlin  
Honorable Tom Delay  
Honorable Hamilton Fish, Jr.  
Honorable Larry Pressler  
Representing the Honorable John Tanner, Mr. Kelly M. Scharbel,  
Administrative Assistant.

(LTC Furr reminded the members that, under the Rules of the Board, a representative can take part in the discussion, and express the views of the Member, but does not have voting privileges or a proxy.)

b. Also present at the meeting were Mr. Milton Hamilton, Administrative Assistant to the Secretary of the Army; Lieutenant General Howard D. Graves, Superintendent; Brigadier General Robert F. Foley, Commandant of Cadets; Brigadier General Gerald E. Galloway, Jr., Dean of the Academic Board; Lieutenant Colonel Stephen R. Furr, Executive Secretary to the Board; Lieutenant Colonel Frank Prindle, Office of Congressional Legislative Liaison, Ms. Maryann Melville, Administrative Officer for the Board, and Mr. Julius Collins, Audio-Visual Support, Directorate of Information Management.

c. LTC Furr announced for the record Mr. Michael Randall, representing the Times Herald Record, of Middletown, New York, escorted by Ms. Eileen Scott of the Public Affairs Office, were the media members present in the audience.

APPENDIX III

3. **COMMENTS BY MR. LAUGHLIN.** Mr. Laughlin requested permission from the Chair to make a statement for the record for Mr. John Tanner, Member of Congress from Tennessee, and new member of the Board. Mr. Laughlin expressed Mr. Tanner's pleasure at being appointed to the Board, and that he looks forward to working with the other members and the Academy. Mr. Tanner regrets missing this meeting but he had committed to an event in his district on this date prior to his appointment. He will make every effort to be present at the Annual Meeting.

4. **OPENING COMMENTS AND AGENDA ADOPTION.** Mr. Hyacinthe, Chairman, welcomed everyone to the meeting, especially the new member, Congressman Delay, attending his first Board session. He welcomed Mr. Scharbel, (Congressman Tanner's representative) and requested that he provide Congressman Tanner with an in-depth report on the Board Meeting. He looked forward to a lively and thorough meeting and stressed the importance of meaningful participation.

a. The Chair next asked the Board to consider the Agenda for the meeting. A motion was made and seconded and the Agenda at Enclosure 1 was adopted. The Chair then discussed the reason for two agenda items.

- Election of a Vice-Chair. Senator Conrad Burns was elected Vice-Chair at the Organization meeting. Subsequent to the meeting, Senator Burns was replaced on the Military Academy Board of Visitors and appointed to the Air Force Academy Board necessitating the need for another election.
- Selection of Executive Committee. At the Organization Meeting, with the Board's concurrence, he had deferred selection of the Executive Committee until the Congressional vacancies on the Board were filled. The Board now has a complete membership, this issue can now be addressed.

b. The Chair advised the Board that Senator Larry Pressler and Congressman Hamilton Fish had been delayed and would be joining the meeting shortly. With the Board's concurrence, he deferred these two agenda items to accommodate the arrival of Congressman Fish and Senator Pressler.

5. **ADOPTION OF MINUTES OF ORGANIZATION MEETING.** The Board reviewed the Minutes of the February Organization Meeting. The minutes were approved with minor changes and adopted.

6. **REMARKS BY ADMINISTRATIVE ASSISTANT TO SECRETARY OF THE ARMY.** The Chair called upon Mr. Hamilton, Administrative Assistant to the Secretary of the Army, for his remarks.. Mr. Hamilton relayed the personal greetings of the Acting Secretary of the Army, Mr. John Shannon, and his thanks to the Board for their service and support.

a. Since Congress was in the early stages of the legislative process affecting the authorization and appropriations for the Department of Defense, he did not have a legislative update to give.

b. Department of the Army had received two requests from the new Administration pertaining to the Board. The Office of Presidential Personnel requested the names, length of term, and appointment expiration date for all members of all Federal Advisory Committees of which, the Board of Visitors is one. In addition, the President signed an Executive Order directing a one-third reduction in all Federal Advisory Committees. Department of the Army has a total of twelve Committees, five of which (including the Board of Visitors) are mandated by law. Department of the Army had to re-justify all its committees. Mr. Hamilton stated it was his understanding that there would be no challenge to the Board of Visitors when making the directed reduction.

c. To date, there were no nominations yet for the Secretary of the Army.

**7. SUPERINTENDENT'S REMARKS.** The Chair asked the Superintendent, Lieutenant General Graves, for his remarks. General Graves welcomed the Board, especially the new Congressional members, to West Point. He indicated that shortly after the announcement of their appointment, he had called on the new members while in Washington to welcome them to the Board and give them a brief overview of the Academy. He expressed an offer to all Congressional members should the Congressional calendar prevent their attendance at a Board meeting, the Superintendent subsequently would visit them in D.C. to back-brief them on the meeting, so all members can stay informed. General Graves expressed his appreciation that Mr. Tanner sent Mr. Scharbel to represent him at the meeting. He hoped this practice would continue when the member was unable to attend personally.

a. **Update on Academy Issues.** The Superintendent stated the Board's advance reading material provided a comprehensive update on the status of Academy issues since the last meeting. He would elaborate on two issues and answer any questions members had on others.

Implementation of Legislative Initiatives. As reported in the February meeting, our initiative to respond to the FY93 Authorizations Act is on track. We maintain a constant dialogue with Department of Defense, Department of the Army, and the House and Senate Armed Services Committees to keep them informed of our progress, and ensure our decisions are consistent with the spirit of the legislation. There is general agreement we are on the right azimuth.

Tactical Officer Education Program. The Academy now contracts with Long Island University for the masters program for tactical officers. The candidates will be in residence at West Point with classroom instruction here and work with the Corps of Cadets, but Long Island University will confer the masters degree.

b. **Graduation.** Graduation for the Class of 1993 is Saturday, May 29th. The Graduation Speaker will be the President of the United States. We will graduate approximately 1000 new lieutenants; 10 per cent will be women, 12 per cent minorities. Branch selection is completed. Over 95 per cent of the class received one of their first three choices; 73 per cent of the men, and 16 per cent of the women, will enter the combat arms, the remainder will go into combat support or combat service support branches.

c. **Summer Training Assignments.**

Class of 1994. The Emerging Leaders Board was held for the new First Class. (Their assessment is that the Class of 1994 is one of the strongest classes they have seen in leadership potential.) Emerging Leaders are the candidates for permanent captain positions. They have risen to the top of the class in demonstrated leadership capabilities. They will be the cadets in charge of Cadet Basic Training for the plebes; Cadet Field Training; Summer Garrison Regiment, and the training at Fort Knox, 1st and 2nd Detail. The new First Captain will be selected from this group. Approximately one half of the rising class will be assigned to positions with the Summer Cadre at West Point, the remainder will go out into the Army as 3rd lieutenants in our divisions and regiments around the world.

Class of 1995. Approximately half of the members of the new second class will go out to be Drill Cadets at our various basic training centers. The remainder are assigned to positions with the Summer Cadre; these are the cadets who will be assigned to units as 3rd Lieutenants in their first class year.

Class of 1996. This class will complete its plebe year with a summer of training at Camp Buckner. We will discuss this in detail later when we consider your opportunities for visits to cadet summer training.

d. **Spring Activities.**

Founders Day Trips. Each spring, in conjunction with the Academy's Birthday, March 16th, the Academy leadership visits West Point Societies and West Point Parents Clubs. This year we visited 85 different locations. A typical visit includes meeting with new cadet candidates and their parents to discuss their

final preparation for West Point and cadet basic training, and reassure them an exciting future still awaits them at West Point and in the Army; next a dinner meeting with the West Point Society as guest speaker, advising them on the state of the Academy; then a meeting with about 195 parents of cadets, participating in a question and answer period, explaining and interpreting our policies. This is an important part of our spring activities, getting the word out to parents, new candidates, and to alumni. The feedback is that the anxiety level concerning what was happening at the Academy has been dramatically reduced.

West Point Society and West Point Parents Club Presidents Meetings.

Both groups held a weekend conference at West Point this spring. The Academy leadership met with them to discuss current actions and policies and provided them with information to take back to their organizations. We had a good exchange of information.

Annual Program Review. Another major activity for us in the spring is our Annual Program Review. It is the key element of our management scheme--an annual review of our developmental programs and other selected issues. The reviews have been completed and a briefing on the reviews is on your agenda for this meeting.

Major Studies. As part of the Annual Program Review, we also conduct one or more major studies during the year. This year we studied the athletic program to determine how well the program is run and what decisions we need to make. We will brief you on the major decisions that resulted from the study. Another Major Study was the Quality of Life Study for the Staff and Faculty, primarily our young captains and majors. It was a very comprehensive study and we will brief you on our major findings.

e. **University Financial Management System.** This is one of our major initiatives. We are working first on financial management, and second on the registrar function or cadet services. We must analyze our current practices and determine if there are efficiencies of which we may avail ourselves. Next, we have to build an information system that will support our requirements. We believe, if we consolidate our financial management, the management of appropriated, non-appropriated, and gift funds, into a single financial management system, we can eliminate duplication and save close to \$1M a year. It looks promising at this point that we will be able to move to something nearer to a university management system soon. The system itself might force us to be more efficient.

f. The Superintendent concluded his remarks by stating: he was very comfortable with current progress. We believe we are on track and will continue

to work at it. We will maintain our dialogue with the Congressional Committees, Department of Defense and Army, and with the leadership of the other service academies.

g. Our key task is to keep our funding program on track, and a critical part of the funding program is our Infrastructure Revitalization. We will brief the program to you and show you those facilities today and why they need revitalization.

h. In conclusion, he announced that BG Foley, Commandant of Cadets, was selected for promotion to Major General. The Chief of Staff has agreed that he will remain at West Point for two years even if he is promoted to Major General before then.

8. Mr. Hyacinthe noted for the record that Congressman Fish had arrived at the Board meeting.

9. **ANNUAL PROGRAM REVIEW.** Colonel Hammond introduced the Annual Program Review. The purpose of the annual program review is to assess if each of the developmental programs is on track. It provides a forum by which needed refinements and adjustments are identified and implemented. It also provides the Academy's leadership the opportunity to focus on select programs in addition to the developmental programs. This year's review included the Army Athletic Program and the Staff and Faculty Quality of Life.

a. **Academic Program Review.** Brigadier General Galloway briefed the Board on the Academic Program Review using the slides at Enclosure 2. He briefly reviewed the academic program discussing the core requirements, fields of study, and optional majors available to the cadets. He noted that the fundamental program was solid and required no major refinements, however, some adjustments in number of courses offered may be required as a result of faculty restructuring. No firm decision has been made. He next covered the academic individual advanced development opportunities available to cadets and the methodology by which cadets are selected. The next issue covered by the very favorable trend in cadet term and cumulative quality point averages over the past eleven semesters. At the same time, we have seen a significant decline in the number of academic separations. General Galloway briefly covered the proposed faculty restructuring to increase the number of civilian faculty to approximately 25 per cent over the next ten years. He summarized his assessment noting that the academic program was on track, cadet performance was improving, that scrubs on the courses and fields of study and reductions in laboratory and advanced development programs would be necessary in academic year 93-94.

b. **Military and Physical Programs Review.** Brigadier General Foley reviewed the military, physical, and honor programs for the Board using the slides at Enclosure 3. He noted that the changes he would be briefing in many cases were follow-ons to refinements identified the previous year. He next covered the Mission Essential Task List for Academic Year 92-93 and the Bedrock Values of Honor, and Consideration of Others. General Foley next covered changes identified in summer training, cadet self-help programs, and the total cafeteria environment in the Mess Hall for weekday evening buffet meals. The projected cost savings from these initiatives in FY93 are \$655K. General Foley next covered the elimination of 28 extracurricular clubs and the resulting \$30.5K savings. Those extracurricular activities selected for termination were essentially those which had extremely low cadet participation rates. He next covered realignments in the competitive club sports into three tiers, and concluded his briefing with a review of the change in the cadet physical fitness test to incorporate Army age/gender scoring scales and Army requirements for performance. This change now synchronizes the cadet physical fitness test with the Army physical test.

9. The Chair acknowledged the arrival of Senator Larry Pressler accompanied by his Administrative Assistant, Mr. Pat Munger. Mr. Hyacinthe welcomed Senator Pressler to the Board and his first meeting.

**10. ELECTION OF VICE CHAIR AND SELECTION OF EXECUTIVE COMMITTEE.** At this time, the Board addressed the deferred agenda items.

a. The Chair asked for nominations for Vice Chair. Mr. Laughlin nominated Mr. John Tanner. Mr. Fish seconded the nomination. Mr. Tanner was elected by unanimous voice vote.

b. The Chair recommended to the Board for their consideration and approval, the following members to serve as the Executive Committee of the Board: Mr. Hector M. Hyacinthe, ex officio, as Chair; Mr. John Tanner, ex officio, as Vice Chair; Senator Larry Pressler; Mr. Greg Laughlin; Mr. Hamilton Fish, Jr.; Mrs. Sally F. McKenzie; Mr. Edwin Meese III; Mr. Richard J. Wall. The Board concurred in these appointments.

**11. FACULTY AND TACTICAL OFFICER QUALITY OF LIFE REVIEW.** General Galloway briefed the results of the Faculty/Tactical Officer Quality of Life Review using the slides at Enclosure 4. He noted that it was a year long review focusing primarily on captains and majors, and how they live, work, and develop professionally during their West Point assignment. The principal positive findings of the review were that junior officers found the West Point environment to be challenging and exciting. They enjoyed tremendously

the flexible hours, exciting work, and high quality peer group. Their interaction with cadets as teachers, mentors, and role models is particularly gratifying. The negatives were a much larger than expected workload, housing, the relative isolation of West Point, and services provided. Their largest concern was the effect of a West Point assignment on their professional development and career opportunities.

**12. ATHLETIC PROGRAMS REVIEW.** Brigadier General Galloway next briefed the Board on the Athletic Review using the slides at Enclosure 5. This review was a follow-up to the Academy's NCAA Pilot Certification in 1992. The review covered both intercollegiate and club programs. The review was jointly chaired by the Dean and the Commandant and involved forty-five members of the staff and faculty. The review focused on the organization, financial management, and performance of Army athletics. The Dean next covered significant assessments of the study: (a) Not all USMA competitive teams can be national champions. Successful national programs require admissions adjustments and fiscal resources. (b) Dwindling resources and cost of gender-equity support require strong financial management. (c) Intercollegiate athletics at USMA operate at the fiscal margin. (d) NCAA is disciplining intercollegiate athletics and legislating institutional oversight. Based on these assessments, USMA will undertake several fiscal and structural changes in the athletics program. Significant among these are eliminating spring and winter trips for selected sports, reducing the numbers of assistant coaches, restructuring summer camp salaries, and reducing the budget for supplies and operations. The Academy will also provide fewer exceptions to the cadet schedule for intercollegiate and club team members, integrate the athletics program capital requirements with the total USMA plan. There will also be a shifting of some intercollegiate sports from intercollegiate status to competitive club status. General Galloway concluded by saying that athletics are an essential part of the USMA mission and that USMA is committed to a high quality program in which athletics are fully integrated into the cadet experience. The leadership of the USMA athletic program is the Academy leadership. Strong institutional oversight and control of the athletic program is not a question.

**13. ROUND TABLE DISCUSSION WITH EMERGING LEADERS, CLASS OF 1994.** The Board recessed to attend a Poop Deck Lunch with the Brigade First Captain and Executive Officer. Following lunch, the Board met in the Red Reeder Room of Washington Hall with the Emerging Leaders of the Class of 1994.

**14. TOUR OF ACADEMY REVITALIZATION PROJECTS.** The Board next toured some of the current and projected construction projects encompassed by the Academy Infrastructure Revitalization Program.

15. The Board reconvened in business session at 1545 hours with scheduled agenda issues. The Chair called on Colonel Kanda for his presentation.

16. **INFRASTRUCTURE REVITALIZATION PROGRAM.** Colonel Kanda briefed the Board on the USMA Infrastructure Revitalization Program. using the slides at Enclosure 6. He reviewed the total program for FY92 through FY97 and covered the FY92 execution noting that the execution exceeded the program by \$2.5M due to an additional \$1.4M received and \$1.1M in other project savings. Over one-half of the FY92 program was devoted to repairing and upgrading the utilities infrastructure. Colonel Kanda next briefed the FY93 program posture and major projects programmed for FY94 through FY97. He concluded saying that USMA's execution is consistent with the DA approved revitalization program. The current economic climate may permit accelerated execution and that the Army staff is committed to funding the remainder of the revitalization program.

17. **ROUND TABLE DISCUSSION WITH JUNIOR FACULTY MEMBERS.** The Board recessed at 1615 hours. They met with members of the junior faculty concluding their assignments as instructors at the Academy and selected for Command and General Staff School. The discussion centered on the positive and negative attributes of a West Point instructor assignment.

18. The Board reconvened in business session on Saturday, 8 May 1993, in the Superintendent's Conference Room, to address the remaining agenda items. The Chairman called the Board to order at 0855 hours.

19. **ADMISSION STATUS, CLASS of 1997.** Colonel Rushton, Director of Admissions, briefed the Board on the admission status of the Class of 1997. He began the briefing by noting that calendar years 1992 through 1994 had the fewest potential high school graduates, not until 1995 will the numbers increase significantly. He next noted the Class of 1997 target was 1190. Currently, there are 1103 acceptances for the class. The Academy's class composition goals are on track and the overall quality of the class is high.

20. The Board recessed for a discussion of administrative details involving only the presidential appointees to the Board.

21. **ANNUAL FINANCIAL DISCLOSURE STATEMENTS.** Major Henley from the Staff Judge Advocate office briefed the presidential appointees of the Board on the requirement to file Annual Financial Disclosure Statements. This annual requirement only recently was made applicable to the service academies' boards of visitors. Major Henley provided the necessary forms and instructions for completion.

22. **CLOSING SESSION.** The Board reconvened in closing session at 0930 hours.

a. **Visit to Cadet Summer Training.** The Board was presented with a list of several dates during the summer to select for a visit to observe cadet summer training. The dates proposed offered the most comprehensive views of ongoing training, Train the Trainer, Cadet Basic Training, and Cadet Field Training. The Chair encouraged the members to take this opportunity to observe this important phase of the cadet experience. General Graves invited the members to select a convenient date for their visit, either as a group, or individually, and advise the Executive Secretary. The Academy would welcome their participation and observation.

b. **Closing Remarks.** The Superintendent extended his appreciation to the Board for their care and interest in the operations of the Academy. The Chair thanked the members for a very productive meeting and asked the members if there were any further business to discuss.

23. **ADJOURNMENT.** There being no further business, the Chairman requested a motion to adjourn. The motion was made, seconded and approved. The meeting of the Board of Visitors was adjourned at 1055.



HECTOR M. HYACINTHE  
Chair  
United States Military Academy  
Board of Visitors



STEPHEN R. FURR  
Lieutenant Colonel, U.S. Army  
Executive Secretary  
United States Military Academy  
Board of Visitors

**AGENDA**  
**UNITED STATES MILITARY ACADEMY**  
**BOARD OF VISITORS MEETING**  
**SUPERINTENDENT'S CONFERENCE ROOM, TAYLOR HALL**  
**7-8 MAY 1993**

**FRIDAY, 7 MAY 1993**

<b>0800-1130</b>	<b>MORNING SESSION</b>	
<b>0800-0930</b>	<b>OPENING SESSION</b>	
	Call to Order	Chair
	Administrative Remarks	LTC Furr
	Chair's Remarks	Mr. Hyacinthe
	Election of Vice-Chair	Board Members
	Selection of Executive Committee	Chair
	Meeting Minutes	
	Approval of Organization	Chair
	Update by Administrative Assistant to Secretary of the Army	Mr. Hamilton
	Superintendent's Remarks and Issues Updates	LTG Graves
<b>0930-1130</b>	<b>Annual Program Review</b>	
	Introduction	COL Hammond
	Academic Program	BG Galloway
	Military and Physical Programs	BG Foley
	Faculty Quality of Life	BG Galloway
	Athletic Programs Review	BG Galloway
	Summary	LTG Graves
	<b>RECESS</b>	
<b>1500-1600</b>	<b>AFTERNOON SESSION</b>	
	<b>Infrastructure Revitalization</b>	COL Kanda
	<b>RECESS</b>	

**SATURDAY, 8 MAY 1993**

<b>0830-1030</b>	<b>MORNING SESSION</b>	
<b>0830</b>	Call to Order	Chair
<b>0830-0900</b>	Admission Status, Class of 1997	COL Rushton
<b>0900-0930</b>	Annual Financial Disclosure Statements	MAJ Henley
<b>0930-1030</b>	<b>CLOSING SESSION</b>	
	Remaining Business	Chair
	Consideration of Dates for Visits to Summer Training	Board Members
	Closing Remarks	Chair
	<b>ADJOURNMENT</b>	

ENCLOSURE 1 to APPENDIX III

## **COURSE OF INSTRUCTION**

**FIELD OF STUDY**

**OPTIONAL MAJORS**

### **DEPTH OF STUDY**

**9 COURSES  
27 CREDITS**

**10 - 13 COURSES  
30 - 38 CREDITS**

**MILITARY SCIENCE**

**4 COURSES  
8 CREDITS**

**PHYSICAL EDUCATION**

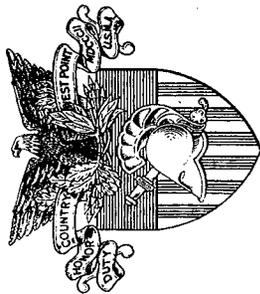
**4 COURSES  
7 CREDITS**

## **CORE ACADEMIC PROGRAM BREADTH OF STUDY**

**31 COURSES**

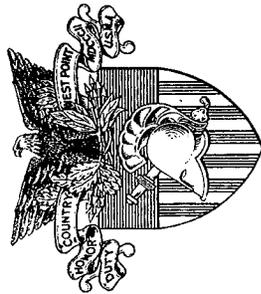
**100 CREDITS**

**ENCLOSURE 2 to APPENDIX III**



# Curriculum (First Two Years)

<p style="text-align: center;"><b>FOURTH CLASS (FRESHMAN) YEAR</b></p>	ENGLISH	HISTORY	COMPUTER SCIENCE	CHEMISTRY	MATH	PHYS. ED.
	LITERATURE	HISTORY	PSYCH	CHEMISTRY	MATH	PHYS. ED.
	FOREIGN LANGUAGE	POLITICAL SCIENCE	PHILOSOPHY	PHYSICS	MATH	PHYS. ED.
	FOREIGN LANGUAGE	ECONOMICS	TERRAIN ANALYSIS	PHYSICS	MATH	PHYS. ED.
<p style="text-align: center;"><b>THIRD CLASS (SOPHOMORE) YEAR</b></p>						

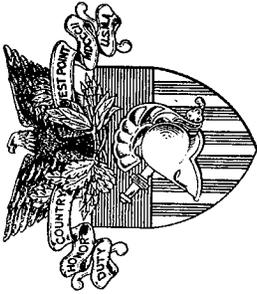


# Curriculum (Last Two Years)

SECOND CLASS (JUNIOR) YEAR	INTER-NATIONAL RELATIONS	ELECTIVE	ENGINEERING SCIENCE*	ENGINEERING SCIENCE*	MILITARY HISTORY	PHYS. ED.	OPTIONAL ELECTIVE
	ENGLISH	ELECTIVE	MILITARY LEADERSHIP	ENGINEERING SCIENCE*	MILITARY HISTORY	PHYS. ED.	OPTIONAL ELECTIVE
FIRST CLASS (SENIOR) YEAR	CONSTITUTIONAL LAW	ELECTIVE	ELECTIVE	ENGINEERING DESIGN*	ELECTIVE	PHYS. ED.	OPTIONAL ELECTIVE
	ELECTIVE	ELECTIVE	ELECTIVE	ENGINEERING DESIGN*	ELECTIVE	PHYS. ED.	OPTIONAL ELECTIVE

CIVIL  
ELECTRICAL  
MECHANICAL  
NUCLEAR  
SYSTEMS  
COMPUTER  
ENVIRONMENTAL

\* Offered in 7 Different Versions



# Fields of Study

## ENGINEERING

APPLIED SCIENCES & ENG  
CIVIL ENGINEERING  
CHEMICAL ENGINEERING  
ELECTRICAL ENGINEERING  
MECHANICAL ENGINEERING  
NUCLEAR ENGINEERING  
SYSTEMS ENGINEERING

## BASIC SCIENCES

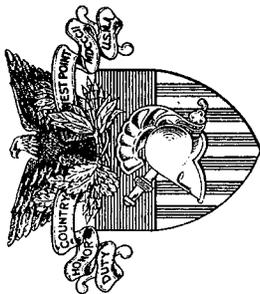
BASIC SCIENCE INTERDISCIPLINARY  
CHEMISTRY  
COMPUTER SCIENCE  
ENVIRONMENTAL SCIENCE  
LIFE SCIENCES  
MATHEMATICAL SCIENCE  
OPERATIONS RESEARCH  
PHYSICS

## SOCIAL SCIENCES

BEHAVIORAL SCIENCE  
ECONOMICS  
GENERAL MANAGEMENT  
GEOGRAPHY  
MILITARY ART & SCIENCE  
POLITICAL SCIENCE

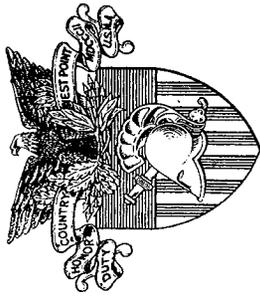
## HUMANITIES

AMERICAN LEGAL SYSTEM  
FOREIGN AREA STUDIES  
FOREIGN LANGUAGES  
MILITARY HISTORY  
MODERN HISTORY  
STUDIES IN PHILOSOPHY AND  
LITERATURE



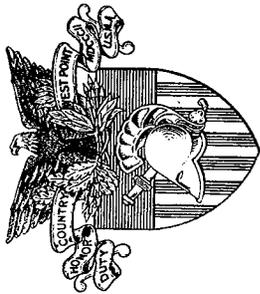
# Academic Individual Advanced Development

- INDIVIDUAL ADVANCED DEVELOPMENT = OPPORTUNITY TO PURSUE A SUBJECT AREA OF INTEREST TO THE CADET = GROWTH OPPORTUNITY
- ALL CADETS ARE REQUIRED TO PARTICIPATE IN INDIVIDUAL ADVANCED DEVELOPMENT
  - RISING SECOND AND FIRST CLASS
  - BOTH SUMMERS
- CADETS WILL SELECT AN AREA/PROGRAM
  - ACADEMIC PROGRAM
  - MILITARY PROGRAM
  - PHYSICAL PROGRAM
- PERIOD OF 3 TO 4 WEEKS
- SOME OPPORTUNITIES FOR ACADEMIC CREDIT



# Academic Individual Advanced Development

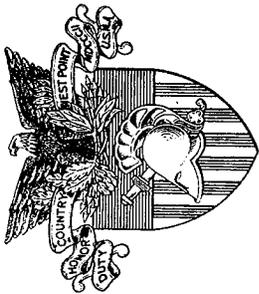
- MILITARY CONSTRUCTION INSPECTION
- MILITARY SPACE RESEARCH AT THE JOHNSON SPACE CENTER
- COMBAT SIMULATION RESEARCH AT LAWRENCE LIVERMORE  
NATIONAL LAB
- TOOELE ARMY DEPOT - OPEN BURN & OPEN DETONATION ANALYSIS
- SITE STUDY OF THE BATTLE OF THE BULGE
- COUNTRY AREA ANALYSTS FOR THE DEFENSE INTELLIGENCE AGENCY
- NATIONAL SECURITY AGENCY INTERNSHIP
- U.S. ARMY TOPOGRAPHIC CENTER, FORT BELVOIR, VA
- MOSCOW-WASHINGTON HOTLINE (JOINT STAFF)
- GEOLOGY FIELD COURSE IN THE ROCKY MOUNTAINS
- RUSSIAN ENVIRONMENTAL STUDIES IN MOSCOW
- STATISTICAL ANALYSIS OF M1A2/M1A1 PERFORMANCE



# Academic Program

## POST 1990 CURRICULUM REVIEW

- ADJUSTMENT OF COURSES TO INCLUDE POST-COLD WAR CHANGES
- EVALUATION OF CULTURAL DIVERSITY CONTENT
- REVIEW OF INFORMATION MANAGEMENT / TECHNOLOGY



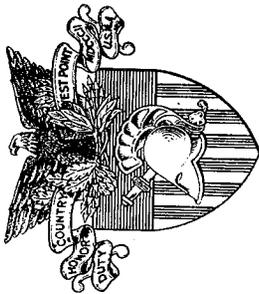
# Academic Program

## AY 1992-93 ACTIONS

- REVIEW OF CADET PERFORMANCES
- COURSES AND FIELDS REVIEW AND REDUCTIONS
- SCRUBS AND REDUCTIONS OF LAB AND IAD COSTS
- DEVELOPMENT OF TOTAL QUALITY EDUCATION PROGRAM
  - TEACHING EXCELLENCE
  - OUTCOME ASSESSMENT
  - PARTICIPATORY ACADEMIC GOVERNANCE

## ASSESSMENT

- ACADEMICS ON TRACK
- CADET PERFORMANCE IMPROVING
- NEED TO CONTINUE SCRUBS IN AY 1993-94

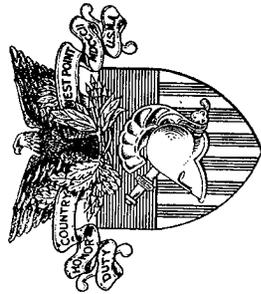


# QPA Averages - All Classes

	F	S	F	S	F	S	F	S	F	S	
TAQPA	2.72	2.75	2.68	2.74	2.69	2.76	2.75	2.78	2.72	2.84	2.85
CAQPA	2.70	2.72	2.66	2.70	2.65	2.69	2.67	2.71	2.68	2.73	2.74

TAQPA - TERM AVERAGE QUALITY POINT AVERAGE

CAQPA - CUMULATIVE AVERAGE QUALITY POINT AVERAGE



# Academic Failures - All Classes

## ACADEMIC YEAR

	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993*</u>
SEPARATIONS	96	54	95	60	25
CADETS REPEATING COURSES	559	730	556	597	236
TOTAL	655	784	651	657	261

\* FALL TERM ONLY

# **Responsibilities of the Commandant**

- **MILITARY DEVELOPMENT**
- **PHYSICAL DEVELOPMENT**
- **MORAL-ETHICAL DEVELOPMENT**

ENCLOSURE 3 to APPENDIX III

# Mission Essential Task List

- **Foundation**

  - FM 25-101 Battle Focused Training

- **Process**

  - **Tasks - Supe/Comdt**
  - **Commander's Workshop - Reorganization Week**
  - **Implementation**
    - **Letter from First Captain**
    - **Tasks/Conditions/Standards**
  - **Mid-Term Assessment**  
**(Battalion Commander Backbrief)**

# **Mission Essential Task List AY 92 - 93**

- **Excellence in Drill**
- **Pride in Achievement**
- **Leadership thru Presence**
- **A Winning Spirit**
- **Discipline**

# **Excellence in Drill**

- **Pride, Cohesion, Precision, Synchronization**
  - **Relate to Military Operations**
  - **Operations Orders**
    - **March-on at Michie Stadium**
    - **Regimental Spirit Run**
    - **Halloween Spirit Ride**
    - **Army/Navy Football Game Sendoff**

## **Pride in Achievement**

- **Blood Drive (Donors in Corps)**

August - 2222

November - 1922

- **Operation Andrew**

- Collected \$8,000 for hurricane victims

- **Hospital visits**

- **Volunteer Work - Homeless shelters, disadvantaged youths**

- **Food Drive at Christmas**

- Collected \$4300

- Helped distribute food baskets

- **Barracks Maintenance**

# **Leadership Thru Presence**

- **Be visible/Be accessible/Be there**
- **Attendance at Intercollegiate Athletic Events**
- **Participation by 1° in Intramurals**
  - **Coaching, Officiating**
  - **Discipline, Organization, Enthusiasm, Spirit**
- **Company Battle Books**
- **Rallies**
  - **Rules of Engagement**
  - **1° in attendance**
  - **Cleaned up after event**

## **A Winning Spirit**

- **Intercollegiate Athletics, Club Sports, Intramurals**
- **Belief that a winning spirit can achieve victory**
- **Must come from within/can't be mandated**
- **Leaders must create**
- **Must be internalized and sustained**

# **Discipline**

- **A Unit with strong discipline is a unit with excellence in all areas.**

# **Bedrock (1)**

## **HONOR**

- **HONOR CODE**
  - **Minimum Standard**
  
- **EDUCATION**
  - **CHET**
  - **4 Year Program (48 Hours)**
  - **Annual POI Review**
  - **National Honor Conference**

# **Bedrock (2)**

## **CONSIDERATION OF OTHERS**

- **POLICY**

- **Sexual/Racial/Religious Harassment  
or Discrimination Not Tolerated**

- **EDUCATION/AWARENESS**

- **The Dating Crime Seminar**
- **Contemporary Affairs Seminar  
(Afro-American History Month)**
- **Corbin Seminar  
(Women's History)**

- **NON-TOLERATION**

**Bedrock**

**Bedrock (1)**

**Bedrock (2)**

**HONOR**

**CONSIDERATION  
OF OTHERS**



## Summer Training Cost Initiatives

- Reduction in cadet driving requirements (FY 92 M1 & M3)
- FY 93 M3 only ≈ \$100K
- Marine Aviation Transportation replaces commercial air for Ft Knox training ≈ \$119K
- Air Assault Course established at Camp Smith precludes distant travel requirements (subsequent yrs \$115K) ≈ \$40K
- Training modification for mounted tactical training in/AR (MTT-1/A) ≈ \$100K
- DPE PIAD ≈ \$25K
- Link MIAD's w/CTLT/DCLT locations ≈ UNKN
- FY 93 Cost Savings ≈ \$384K**

## **Cadet Self Help Program**

- **PLL Item Kit for each of the 36 cadet companies**
- **Gives company organic minor repair capability**
- **Controlled by TAC NCO and Company Supply Sergeant**
- **Additional PLL items available through DEH**
- **Saves calling contractor for minor barracks repair**

**\$8.50 per hour (avg)**

**1/4 hour for avg repair time**

**120 tasks per mo. per regt (avg)**

**Projected Cost Savings  $\approx$  \$102K  
(Aug-May 93)**

## **Weekday Evening Buffet Changed to Total Cafeteria Environment in Mess Hall**

- **Cadets obtain all food on trays via service line**
- **Clear own tray**
- **Contract staffing requirements reduced because of streamlined service and cadet involvement**
- **Allows early dismissal of much of 2nd shift workers**
- **Results after one semester**
  - **\$ Savings**
  - **Changes service style little**
  - **Increases cadet involvement**

**Projected Cost Savings FY 93  $\approx$  \$169K**

# Extracurricular Activities

## Terminated (28)

Amateur Radio Seminar (2000)	Mechanical Engineering Club (150)
American Chemical Society (0)	Medieval Studies Group (500)
Amer. Inst of Aeronautics & Astronautics (0)	Modelers Group (100)
Archery, Fishing and Hunting (500)	Music Seminar (0)
Astronomy Club (580)	Off-Road Bike Club (0)
Cadet Health Professions Society (400)	Philosophy Seminar (0)
Chinese Language Club (0)	Portuguese Language Club (0)
Close-Combat Team (0)	Resource & Environmental Conservation Organization (500)
Collectors Committee (950)	Scuba Diving Club (4550)
Computers Users Group (250)	Society of Automotive Engrs (200)
Hop Bands (5000)	Society of Physics Students (250)
Inst of Electrical & Electronics Engrs (250)	Spanish Language Club (100)
Inst of Management Sciences (70)	Tactics Club (Armor) (150)
Mathematics Forum (0)	Tactics Club (Infantry) (0)

**SAVINGS:**    \$16,500 Operational Funds  
                      \$14,000 Transportation Funds (\$500 per activity)

# Extracurricular Activities

## CLUB SPORTS

### Tier I

Crew  
Cycling  
Lacrosse (W)  
Marathon  
Orienteering  
Parachute  
Rugby  
Team Handball  
Triathlon  
Volleyball (M)

### Tier II

Alpine Ski  
Fencing  
Judo  
Martial Arts  
Nordic Ski  
Powerlifting  
Racquetball  
Squash

### Recreational

Bowling  
Equestrian  
Handball  
Mountaineering  
Sailing  
Trap & Skeet  
Wrestling

# PHYSICAL FITNESS TESTS

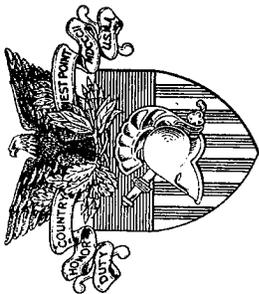
## CADET PHYSICAL FITNESS TEST (CPFT)

## ARMY PHYSICAL FITNESS TEST (APFT)

- 17-21 ARMY SCALES W/EXTENDED SCALE (125 PTS) ● AGE/GENDER ARMY SCALES
- MINIMUM TOTAL SCORE = 213 POINTS ● MINIMUM TOTAL SCORE = 180 POINTS
- MINIMUM SCORE PER EVENT = 60 POINTS ● ★ MINIMUM SCORE PER EVENT = 60 POINTS

★ FAILURE OF AN ARMY MINIMUM (AGE/GENDER SPECIFIC) RESULTS IN A RETEST WITHIN 60 DAYS. FAILURE OF AN ARMY MINIMUM DURING THE RETEST RESULTS IN A THIRD TEST WITHIN AN ADDITIONAL 30 DAYS. FAILURE OF AN ARMY MINIMUM DURING THE THIRD TEST RESULTS IN CONSIDERATION FOR SEPARATION.

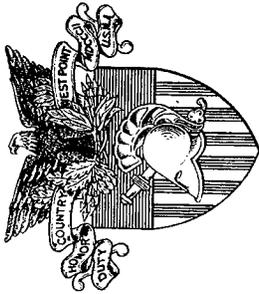
(PAR 10.24 REGS USMA-SEPARATION FOR FAILURE TO PASS PHYSICAL FITNESS TESTS)  
IAW AR350-15



# Faculty and TAC Quality of Life Assessment

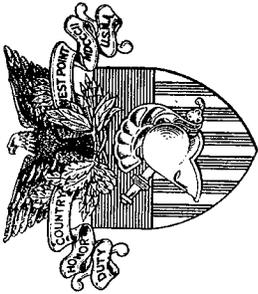
- YEAR LONG REVIEW
- ACADEMY-WIDE PARTICIPATION
- FOCUS ON HOW OFFICERS LIVE, WORK, DEVELOP
- FOCUS ON CAPTAINS AND MAJORS

ENCLOSURE 4 to APPENDIX III



# Faculty and TAC Quality of Life Assessment

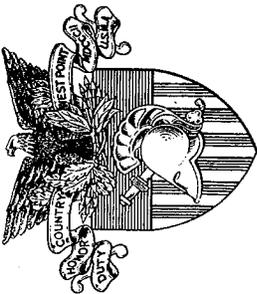
- IMPROVED OUTLOOK SINCE 1990
- PRINCIPAL POSITIVES:
  - CADETS
  - THE WEST POINT ASSIGNMENT → FLEXIBLE HOURS; EXCITING WORK; QUALITY PEERS
  - THE WEST POINT ENVIRONMENT
- PRINCIPAL NEGATIVES:
  - CAREER CONCERNS → WEST POINT ASSIGNMENT (+/- ?)
  - HOUSING → ISOLATION vs SERVICES
  - WORKLOAD
- ACTIONS
  - CONTINUE SCRUB OF ACTIVITIES
  - 1994 HOUSING PROGRAM
  - IMPROVE COMMUNICATION RE CAREER CONCERNS



# Review of Army Athletics

- FOLLOW UP TO THE NCAA PILOT CERTIFICATION
- CONSIDERED INTERCOLLEGIATE AND CLUB PROGRAMS
- SCOPE OF REVIEW
  - 7 MONTHS
  - CHAIRED BY DEAN AND COMMANDANT,
  - 45 MEMBERS (STAFF, FACULTY, COACHES)
- ITEMS REVIEWED
  - FOCUS OF ARMY ATHLETICS
  - ORGANIZATION
  - FINANCIAL MANAGEMENT
  - CADET PERFORMANCE
  - RECRUITING AND ADMISSIONS

ENCLOSURE 5 to APPENDIX III

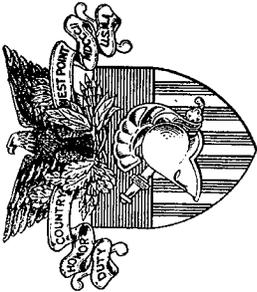


# Review of Army Athletics

## CONCLUSIONS

- **ATHLETICS ESSENTIAL PART OF USMA MISSION**
  - USMA COMMITTED TO HIGH QUALITY PROGRAM
  - ATHLETICS INTEGRATED IN CADET EXPERIENCE
- **LEADERSHIP OF ATHLETIC PROGRAM IS ACADEMY LEADERSHIP**
- **ATHLETIC PROGRAMS NEED TO BE CONSISTENT WITH VISION 2002**

ENCLOSURE 5 to APPENDIX III

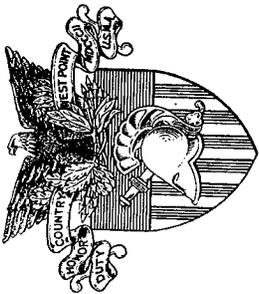


# Review of Army Athletics

## ASSESSMENT

- NOT ALL USMA COMPETITIVE TEAMS CAN BE NATIONAL CHAMPIONS; NATIONAL PROGRAMS REQUIRE ADMISSIONS ADJUSTMENTS AND LARGE FISCAL RESOURCES
- DWINDLING RESOURCES AND COSTS OF GENDER-EQUITY SUPPORT REQUIRE STRONG FINANCIAL MANAGEMENT
- INTERCOLLEGIATE ATHLETICS OPERATE AT THE FISCAL MARGIN
- NCAA ACTIONS ARE DISCIPLINING INTERCOLLEGIATE ATHLETICS AND LEGISLATING INTEGRATED INSTITUTIONAL OVERSIGHT

ENCLOSURE 5 to APPENDIX III



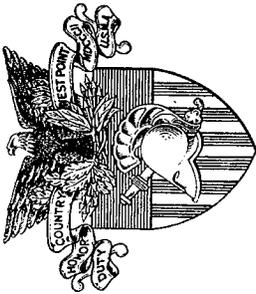
# Review of Army Athletics

## ACTIONS TAKEN / DIRECTED

- **FISCAL:**
  - ELIMINATION OF SPRING AND WINTER TRIPS FOR SELECTED SPORTS
  - REDUCTION IN NUMBER OF ASSISTANT COACHES
  - RESTRUCTURING OF SUMMER CAMP SALARIES
  - REDUCTION IN BUDGET FOR SUPPLIES AND OPERATIONS
- **STRUCTURAL:**
  - FEWER EXCEPTIONS TO THE CADET SCHEDULE FOR INTERCOLLEGIATE AND CLUB TEAM MEMBERS
  - INTEGRATED ATHLETICS CAPITAL REQUIREMENTS WITH TOTAL USMA PLAN

ENCLOSURE 5 to APPENDIX III

# Review of Army Athletics



- VARIABLE RESOURCING -- INTERCOLLEGIATE / CLUB LEVEL
- CONTINUATION OF GENERAL BELT TIGHTENING
- COMBINATION OF SOME COACH & INSTRUCTOR POSITIONS
- SHIFT OF PISTOL, RIFLE, AND WATER POLO FROM INTERCOLLEGIATE TO CLUB LEVEL

ENCLOSURE 5 to APPENDIX III

USMA  
REVITALIZATION  
UPDATE

ENCLOSURE 6 to APPENDIX III

# OUTLINE

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- REVITE PROJECTS OVERVIEW: FY92-97
- FY 92 EXECUTION
- STATUS OF FY93 PROGRAMS
- FUTURE OUTLOOK
- PHOTOGRAPHIC TOUR

# REVITE PROJECTS OVERVIEW: FY92-97

## (\$ MILLION)

	92	93	94	95	96	97	TOTAL
OMA	20.5	18.0	24.8	21.5	16.5	15.8	117.1
MCA	15.8	1.6	13.8	28.0	22.9	13.5	95.6
AFHO	4.5	4.1	5.0	5.0	3.6	4.8	27.0
AFHC	1.1	0	20.7	14.1	17.2	5.8	58.9
<b>TOTAL</b>	<b>41.9</b>	<b>23.7</b>	<b>64.3</b>	<b>68.6</b>	<b>60.2</b>	<b>39.9</b>	<b>298.6</b>

## EXCEEDED FY92 OMA PROGRAM GOALS

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- FY92 OMA PROGRAM: \$18.0M MAJOR PROJECTS
  - EXECUTED: \$20.5M (\$1.4M FAD & \$1.1M SAVINGS PLUS UP)
  - \$20.5M BOUGHT \$28.6M VALUE (LOW BIDS)

# EXECUTED OMA PROGRAM RESPONSIBLY

---

- UTILITIES \$11.4M
- BUILDINGS \$ 7.5M
- MICHIE \$ 1.6M
- TOTAL \$20.5M

## POSTURED FOR FUTURE OMA SUCCESS

---

- FY93 PROJECTED SAF POTENTIAL : \$20M
- FY94 ( + ) PROJECTED SAF POTENTIAL : \$30M

SAF POTENTIAL REFLECTS THE VALUE OF FUTURE YEAR PROJECTS WHICH WILL BE AVAILABLE (FULLY DESIGNED) FOR PROCUREMENT, SUBJECT TO THE AVAILABILITY OF ADDITIONAL FUNDS, IN A GIVEN FISCAL YEAR.

# FY92 REVITALIZATION EXECUTED

## MAJOR PROJECTS (\$M)

FACILITY TYPE	OMA	AFHO	MCA	AFHC	TOTAL
<b>BUILDINGS</b>	7.5	3.5	15.8	1.1	27.9
Ventilation, Int Paint, MacArthur Brks (OMA)					
Interior Repairs, Thayer Hall (OMA)					
Exterior Repairs, Mahan Hall (OMA)					
One-Stop In-processing Center, Bldg 626 (MCA)					
Garrison Cdr HQ, 681 & MP Station, 618 (MCA)					
Lee New Doubles, 20 Units (AFHC)					
<b>UTILITIES</b>	11.4	0.9	0	0	12.3
Rpl Steam Line, Buffalo Soldier Field (OMA)					
Rpr/Rplc Ventilation Sys, Cadet Mess (OMA)					
*Rpr Stack, Power Plant, Bldg 604 (OMA)					
*Rpl Boiler #3, Power Plant (OMA)					
Rpl Steam & Cond Lines, North & South (OMA)					
<b>OTHER</b>	1.6	0.1	0	0	1.7
<b>TOTAL EXECUTED</b>	20.5	4.5	15.8	1.1	41.9
<b>TOTAL PROGRAMMED</b>	18.0	4.5	15.8	1.1	39.4

\* PULLED FORWARD FROM FY 93

# FY93 REVITALIZATION BUDGET

## MAJOR PROJECTS (\$M)

FACILITY TYPE	OMA	AFHO	MCA	AFHC	TOTAL
<b>BUILDINGS</b>	14.9	1.2	0	0	16.1
Interior Plaster/Paint, Bartlett Hall (OMA)					
Rpr Strs, Water Dam, Eis/McArt Brks (OMA)					
Roof & Exterior, Pershing Brks, 751 (OMA)					
Rehab Taylor Hall, Ph II (OMA)					
Repair Cadet Gym, 727 (OMA)	3.1	2.1	1.6	0	6.8
<b>UTILITIES</b>					
Rpl Low Pressure Gas Lines, WP (OMA)					
Camp Buckner Water Treatment Plant (MCA)	0	0.8	0	0	0.8
<b>OTHER</b>					
<b>TOTAL</b>	18.0	4.1	1.6	0	23.7

# STATUS OF FY93 PROGRAMS

## (\$ MILLION)

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	PROGRAMMED	OBLIGATED	SAF POTENTIAL
OMA	18.0	17.7	20(+)
MCA	1.6	0	N/A
AFHO	4.1	0.5	3(+)
AFHC	0	N/A	N/A
<b>TOTAL</b>	<b>23.7</b>	<b>18.2</b>	<b>23(+)</b>

# FUTURE OUTLOOK

(FY 94 - 97)

**FY94-97 REVITALIZATION PROGRAM  
MAJOR PROJECTS (\$M)**

FACILITY TYPE	OMA	AFHO	MCA	AFHC	TOTAL
<b>BUILDINGS</b>	47.6	6.6	64.7	55.9	174.8
Exterior/Roof Repairs, Various Bldgs (OMA)					
Interior & Roof Repairs, Cadet Brks (OMA)					
Enlisted Brks Modernization (MCA) 13.8 94					
Stony Lonesome II (AFHC) 33.4 94-96					
Cadet Mess Renovation (MCA) 28.0 95					
Cadet Gym Renovation (MCA) 22.9 96					
<b>UTILITIES</b>	21.8	6.8	13.5	1.9	44.0
Rpl Generator #4, Power Plant (OMA)					
Rpl Air Handling System, Cadet Library (OMA)					
Util Infrastrc (MCA)					
Tertiary Sewer Treatment Facility (MCA)					
<b>OTHER</b>	9.2	5.0	0	0	14.2
Road Upgrades (OMA)					
<b>TOTAL</b>	78.6	18.4	78.2	57.8	233.0

FY 92-97 REVITE TOTAL = \$298.6M

# MCA PROGRAM OVERVIEW

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FY92		
	• MP STATION/GC HQ	\$8.8M
	• ONE-STOP INPROCESSING	\$7.0M
FY93		
	• CP BUCKNER WATER TREATMENT PLANT	\$1.6M
FY94		
	• TROOP BARRACKS/BN HQ	\$13.8M
FY95		
	• CADET MESS (FOOD PROCESSING FAC)	\$28.0M
FY96		
	• CADET GYM	\$22.85M

FY92 MCA

---

- MP STATION/GC HQ
  - PA: \$8.8M
  - AWARDED 9-92
  - ON-TRACK
- ONE-STOP INPROCESSING
  - PA: \$7.0M
  - AWARDED 9-92
  - ON-TRACK

**FY93 MCA**

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- **CAMP BUCKNER WATER PLANT**
- **PA: \$1.6M**
- **REQUIRED TO MEET HEALTH CODES**
- **ON TRACK FOR AUG 93 AWARD**
- **SITE ISSUE RESOLVED**

## FY94 MCA

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- ROADS PROJECT DEFERRED (\$4.2M)
- BARRACKS PROJECT REMAINS
  - PA: \$13.8M
  - ASIP JUSTIFIES PROGRAM
  - DESIGN ON TRACK
  - FUNDS TIGHT (NEW STANDARD)
    - REDUCE SCOPE
    - INCREASE OMA ELEMENTS

FY95 MCA

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- CADET MESS
- PA: \$28.0M
- DESIGN ON TRACK
- CRITICALLY REQUIRED TO CORRECT CODE DEFICIENCIES
- INDEPENDENT REVIEW BOARD CONVENED

## FY96 MCA

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- CADET GYM
  - PA: \$22.85M (MCA FY96)
    - \$14.0M (OMA FY93/94)
  - WILL RESUBMIT TO CRRC FOR FY96
  - CRITICALLY REQUIRED TO CORRECT CODE VIOLATIONS
- FY93 OMA PORTION ON TRACK

## AFHC OVERVIEW

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- NEIGHBORHOOD REVITE
- TOTAL PA: 19.7M (FY92-96)
- REVITALIZE 262 UNITS
- CONTINUE REHAB IN OUT YEARS
- REPAIR BY REPLACEMENT (\$33.4M)
- TOTAL PA: \$33.4M (FY94-96)
- BUILD 275 UNITS AT WEST POINT
- DEMOLISH 427 UNITS AT WEST POINT/STAS
- CONSOLIDATES USMA AT WEST POINT

## AFHC PROGRAM OVERVIEW

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FY92

- LEE NEW DOUBLES: 20 UNITS \$1.1M

FY93

- NO PROJECTS PROGRAMMED

FY94

- STONY LONESOME PH I: 100 UNITS \$15.0M\*
- LEE OLD DOUBLES: 58 UNITS \$ 4.2M
- JR NCO QTRS: 40 UNITS \$ 1.5M

\* STONY LONESOME REPAIR BY REPLACEMENT:  
3 PHASES - TOTAL COST \$33.4M

# AFHC PROGRAM OVERVIEW

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## FY95

- STONY LONESOME PH II: 56 UNITS \$8.0M \*
- LEE QUINTS/TRIPS: 50 UNITS \$3.2M
- BRICK ROW HOUSES: 56 UNITS \$2.2M
- OVERSIZE QTRS: 7 UNITS \$0.7M

## FY96

- STONY LONESOME PH III: 119 UNITS \$10.4M\*
- OLD ENGLISH: 10 UNITS \$1.2M
- WASHINGTON ROAD QTRS: 12 UNITS \$2.9M
- OVERSIZE QTRS: 9 UNITS \$0.8M
- UTILITY REPAIR: STAS CAPEHART \$1.9M

\* STONY LONESOME REPAIR BY REPLACEMENT:  
3 PHASES - TOTAL COST \$33.4M

## SUMMARY

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- USMA IS EXECUTING CONSISTENT WITH DA APPROVED REVITE PROGRAM
- ECONOMIC CLIMATE ALLOWS ACCELERATED EXECUTION
- POSTURED TO MAXIMIZE OPPORTUNITIES
- ARSTAF COMMITTED TO FUNDING REMAINDER OF REVITE PROGRAM
- VISION 2002 NEEDS
  - STONY LONESOME II HOUSING
  - CADET MESS-CADET GYM
  - OMA REVITALIZATION

**SUMMARIZED MINUTES  
1993 BOARD OF VISITORS ANNUAL MEETING  
OCTOBER 29, 1993  
WEST POINT, NEW YORK**

**1. CONVENING OF THE BOARD.** The Annual Meeting of the 1993 United States Military Academy Board of Visitors was convened by the Chair, Mr. Hector M. Hyacinthe, at 8:15 a.m., October 29, 1993, in the Superintendent's Conference Room, Taylor Hall, United States Military Academy, West Point, New York.

**2. ADMINISTRATIVE REMARKS.** The Chair called upon LTC Furr, the Executive Secretary for administrative remarks:.

a. LTC Furr announced for the record the following members as present.

Mr. Hector M. Hyacinthe, Chairman  
Mr. Edwin Meese III  
Mr. Richard J. Wall  
Mrs. Sally McKenzie  
Honorable John S. Tanner, Vice Chairman  
Honorable Greg Laughlin  
Honorable Hamilton Fish, Jr.  
Honorable Richard C. Shelby

b. Also present at the meeting were Mr. Milton Hamilton, Administrative Assistant to the Secretary of the Army; Lieutenant General Howard D. Graves, Superintendent, United States Military Academy; Brigadier General Gerald E. Galloway, Jr., Dean of the Academic Board; Colonel James R. Siket, Brigade Tactical Officer, United States Corps of Cadets; Colonel Michael P. Peters, Chief of Staff; Colonel James L. Anderson, Director of Physical Education; Lieutenant Colonel Stephen R. Furr, Executive Secretary to the Board; Miss Maryann K. Melville, Administrative Officer for the Board; and Lieutenant Colonel Frank Prindle, Office of Congressional Legislative Liaison.

c. LTC Furr announced for the record, Mr. Wayne Hall, Times Herald Record of Middletown, New York, escorted by Major Trohoske of the Public Affairs Office were in attendance.

**3. CHAIRMAN'S REMARKS.** The Chair welcomed the members to the meeting and extended a special welcome to Representative Tanner, attending his first Board meeting at West Point. Mr. Hyacinthe announced that he and several board members had elected to arrive at the meeting early to participate in an

APPENDIX IV

orientation visit to the United States Military Preparatory School at Fort Monmouth, New Jersey. The visit was very beneficial, affording the members a better understanding of the role of the Preparatory School in the admission process. The Chair moved to consideration of the Agenda at Enclosure 1.

**4. REPORT ON STATUS OF PENDING LEGISLATION.** The Chair called upon Mr. Hamilton, Administrative Assistant to the Secretary of the Army, to provide an update on legislative issues which pertain to the Military Academy.

a. Mr. Hamilton announced the President's nomination of Mr. Togo West as Secretary of the Army, and Mr. Joe Reider, (USMA Class of '72) as Under-Secretary. It is hoped they will be in office by Thanksgiving. At an introductory meeting with Mr. West, Mr. Hamilton discussed the Military Academy and the role of the Board of Visitors. Mr. West showed much interest in the Academy and looked forward to working with the Board. Mr. Hamilton had advised him that he was going to West Point for the Board meeting shortly and would relay his interest.

b. Mr. Hamilton next updated the Board on pending legislative issues and noted that we are currently operating under what is called the Continuing Resolution Authority. He provided the handout at Enclosure 2.

- On the first page are items that were introduced in either the Senate or the House. None are controversial in nature. In light of the Board's visit to the Preparatory School the previous day, he noted the proposal to reduce the salary of the cadet candidates without prior service from that of a private to that of a cadet. This is a cost-saving measure and will not disadvantage or handicap the candidates as their salary is completely discretionary income.

- The second page lists about \$39 million of construction projects for the Academy. About half of this is for Family Housing, and the remainder Barracks Renovation. We are very optimistic about this and there is a very positive picture coming out of Congress at this point.

- Mr. Hamilton advised of one piece of legislation he did not have on the handout dealing with a test of the Preparatory School. General Graves added that the Military Personnel Subcommittee Conference voted yesterday that the test be held. There will be a test at selected junior preparatory schools to determine if they can do the job better, as well, or cheaper than the military Preparatory School. There are a myriad of details to work out, but the initial provisions are that the test not be discriminatory against minority recruiting

and that the candidates participating in the test will not be counted as part of the four thousand limit for the Academy. A challenge will be to insure they get a representative group. We want it to consist of soldiers, minority candidates from the inner city, and athletes -- to send some of each of these to one of these schools and determine the results.

## **5. ISSUES UPDATE BY ACADEMY LEADERSHIP.**

**a. REMARKS BY SUPERINTENDENT.** The Chair asked Lieutenant General Graves for his update on Academy issues since the last meeting. General Graves welcomed the Board members back to West Point and noted the very successful visit by some Board members in July to observe Cadet summer training (basic and field). Mrs. McKenzie, Mr. Meese, Mr. Lindsey and Mr. Wall participated in the visit.

- The feedback continues to be very positive from our graduates in the West Point Societies on the spring Founders Day visits made by the Academy Leadership and reported at the May meeting.

- The Board was briefed in May on our Annual Program Review results and the minor adjustments made to our academic, physical and military program.

- We also briefed the results of the Athletic Review and the management changes made within the Directorate of Intercollegiate Athletics to implement cost reductions.

- The quality of life survey revealed the biggest issue was housing. As reported, we have 275 new faculty houses in the Military Construction Program over a three year period. They will replace 425 old sets to be dismantled.

- Summer training was very successful and we identified the strong cadet leaders from the Summer Training Program. We are very pleased with their outstanding performance and the depth of leadership demonstrated by the Class of 1994.

- The new plebes are performing well and we have a strong class in the Class of 1997. We admitted 1212 -- selected from a pool of 13,305. We continue to receive about 11 applications for every position. The class looks good, is performing well, and the attrition rate is about average. We are pleased.

- You met some of our new civilian faculty. We are very pleased with both the military and civilian faculty we have this year. We have hired 17 new civilian faculty members, from professors down to assistant professors. The Dean will give you an update on the current state of the hiring plan, the qualification of the new civilians, and also about the faculty and what it is doing outside of West Point, which we refer to as Project Outreach.

**b. REMARKS BY DEAN OF THE ACADEMIC BOARD.** Brigadier General Galloway briefed on the new civilian faculty and the USMA Outreach Program.

- The Dean detailed the plan on how the Academy will move to a 25 per cent civilian faculty by the year 2002 using the slide at Enclosure 3. We are now at ten percent. The new civilian faculty members are top-quality individuals, their characteristics are great credentials in the academic world, enthusiasm and commitment to our program and the values of the Military Academy. We looked for a willingness to assume the responsibilities as a disciplinarian and a role model for cadets. Each of them has assumed responsibilities in their department and are assigned the same sort of tasks as their peers are assigned, i.e., they will be required to take up the responsibilities of the military staff member they are replacing.

- The Dean next updated the Board on the details of the major projects in USMA Outreach -- what the faculty and cadets are doing to reach outside of West Point -- using the slides at Enclosure 4. The leadership program with the Los Angeles Police Department is on track. We are developing a training program for them and at the same time developing a package we will be able to export to other organizations. The New Jersey Police Chiefs have also requested to participate and this summer ten individuals ranging from detective to police chief spent four weeks going through a Train-the-Trainer concept on the leadership program. We have had queries from the District of Columbia Metropolitan Police on the same thing.

**6. ADOPTION OF MINUTES OF PREVIOUS MEETING.** The Board reviewed and approved without change the Minutes of the May Meeting.

**7. APPROVAL OF REVISION TO RULES OF THE BOARD OF VISITORS.** The proposed revision to the Rules of the Board of Visitors was accepted. The Board discussed their desire for Presidentially appointed members to serve until replaced. This would require legislative action by the Congress. USMA will discuss with Department of the Army and Department of Defense the feasibility of submitting the action as part of the FY95 legislative submission.

**8. ANNUAL REPORT PREPARATION.** The Board next considered preparation of the Annual Report. Report preparation procedures were discussed and adopted. Each member was in possession of a copy of draft conclusions and recommendations prepared at the direction of the Chairman. Following deliberation and editing, the Board reached agreement on the revised draft of the report.

**9. USMA STRATEGIC GUIDANCE.** Colonel Hammond briefed the Board on the new USMA Strategic Guidance document. The most important job of senior leadership is establishing and setting strategic guidance, vision, and direction for their organization. The USMA Strategic Guidance was first published formally in 1988 and called "2002" and updated in 1990. Because of events since 1990, USMA's strategic guidance was again updated. The highlights of the major changes are:

- Development of a mission statement which serves as a focus of direction for the West Point community as it seeks to fulfill its mission and purpose.
- The mission and purpose statements tend to be lofty and ambiguous to the worker on the ground whereas the mission statement provides concrete focus and direction.
- The mission statement was changed to add the words "throughout a career" to emphasize that the expectation is that our graduates will serve the country primarily through a career in armed services.
- At the end of the cold war, we saw changes in strategy and doctrine for ways in which the military services will help pursue national interest. The Army's mission statement speaks to this change in focus and we will see a real impact on the Army's requirements for leaders in the 21st Century. Our concept describes what we anticipate the Army's leadership requirements to be and our strategic guidance is updated to reflect this change of focus.

**10. ROUND TABLE DISCUSSION WITH CORPS SQUAD ATHLETES.**

The Board recessed at 11:25 a.m. for lunch in the Cadet Mess at Corps Squad tables with Corps Squad athletes. Following lunch, the Board members adjourned to the Washington Hall Conference Room with their escorts. An informal discussion and a question and answer period was held on the aspects of being a cadet and a corps squad athlete with no other Academy personnel present.

11. The Board reconvened in business session at 1:45 p.m. A copy of the first revision of the draft annual report was distributed to the members. The Board reviewed the draft and further recommended revisions were adopted.

**12. 1994 ORGANIZATION MEETING.** The Board addressed the issue of selection of the meeting date for the Organization Meeting for 1994. A list of possible dates for the meeting was at each member's place. The Board discussed their preference to hold this meeting early in the year to plan the 1994 Board Meeting schedule. The Board members selected to hold this meeting on Tuesday, 1 March 1994, in Washington, D.C.

**13. ANNUAL REPORT APPROVAL.** The final version of the annual report was reviewed by the Board. The Board of Visitors approved and signed the Annual Report for 1993.

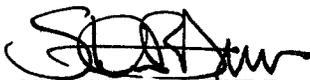
**14. ADJOURNMENT.** There being no further business, the Chairman requested a move for adjournment. The motion was made, seconded and approved. The meeting of the Board of Visitors was adjourned at 3:35 p.m.

**15.** The Board members departed Taylor Hall for a walking tour of the central Academy area ending with a visit to the new First Class Club.

**16. USMA CLASS OF 1970 NATIONAL CONFERENCE ON ETHICS IN AMERICA.** The members of the Board remaining at the Academy after the meeting attended the Ethics Conference Dinner on Friday, 29 October.



HECTOR M. HYACINTHE  
Chair  
United States Military Academy  
Board of Visitors



STEPHEN R. FURR  
Lieutenant Colonel, U.S. Army  
Executive Secretary  
United States Military Academy  
Board of Visitors

AGENDA  
 Annual Meeting  
 UNITED STATES MILITARY ACADEMY  
 BOARD OF VISITORS MEETING  
 SUPERINTENDENT'S CONFERENCE ROOM, TAYLOR HALL

FRIDAY, 29 OCTOBER 1993

0800-1130	MORNING SESSION	
0800-0945	OPENING SESSION	
	Call to Order	Chair
	Administrative Remarks LTC Furr	
	Chair's Remarks	Mr. Hyacinthe
	Update by Administrative Assistant to SecArmy	Mr. Hamilton
	Remarks and Issues Update by	LTG Graves
	Academy Leadership	BG Galloway
	Approval of May Meeting Minutes	Chair
	Review and Approval of revision to	
	<u>Rules of the Board of Visitors</u>	Chair
	Review of USMA Reponse to 1992 Report	
	Recommendations	Chair
0945-1000	Break (Academy Leadership depart if desired)	
1000-1100	First Edit, Draft of Annual Report	Board Members
1100-1130	USMA Strategic Guidance	COL Hammond
1345-1630	AFTERNOON SESSION	
1345-1445	Second Edit, Draft of Annual Report	
	Board Members	
1445-1500	Break	
1500-1530	Discussion/Planning for 1994 Organizational Meeting and related Issues	Board Members
1530-1630	Final Approval and Signature, Annual Report	Board Members
	Closing Remarks	
		Chair
	Adjournment	

ENCLOSURE 1 to APPENDIX IV

*Armed Services Committees -- Sound, Effective Reforms...*

The Senate (S. 1298) and House (H.R. 2401) each passed a range of reforms to improve the Department's management of accession-related programs. But each of these important initiatives is held in only one of the bills; the conferees will determine outcomes:

S. 1298	H.R. 2401
§521 - Flexibility in Service Academy Nominations (option to select designated sequence or open competition)	§572 - Change in Timing for Drug & Alcohol Screening (saves \$500K annually while preserving test integrity)
§522 - Aligns Conflicting Provisions of Title 10 to Match Most Recent Congressional Actions	§603 - Pay Parity for Academy Prep School Students (equalizes pay with academy students; cost savings)
§523 - Service Academy Faculty Reforms (Invited by 102d Congress)	

Section 521 of the Senate bill would provide members of Congress greater flexibility in managing nominations to the Service academies. Optionally, the nominating authority could specify the sequence of selection (the highest-ranked person found qualified would be offered admission); alternatively, all competitors could be ranked equally, with the academy admissions office selecting the best-qualified candidate using long-standing "whole person" evaluations (academics, athletics/fitness, and extracurricular/leadership merit).

Section 522 of the Senate bill would bring certain "leave" provisions of title 10 into conformance with recent Congressional action (PL 102-190, S. 501)--this is a conforming amendment (graduation leave now applies only to those commissioned as "Regulars"; this fix makes it available to academy grads regardless of initial component).

Section 523 of the Senate bill would introduce necessary and welcome reforms to Service academy faculty management. Last year, Congress asked (PL 102-484, S. 523) that the Department expand civilian faculty representation at the Service academies as a means of improving faculty stability and academic credentials. The Department was asked to recommend appropriate legislation to provide excellence in the teaching environment (such as exemption from 8 hours per day, 40 hours per week schedules that are not typical in American universities, and could discourage recruitment of top professors).

Section 572 of the House bill would change the timing of drug and alcohol tests (e.g., for Service academy entrants). Rather than accomplishing such tests for every applicant (many are not offered, or decline entry); only those who are offered an appointment would be evaluated. This single change will save more than \$500,000 annually while preserving the integrity of the evaluation--those testing positive would not be appointed. Last year, only 2 tested positive among more than 25,000 who were evaluated.

Section 603 of the House bill would equalize pay for most students at Service academy prep schools with those they aspire to become--Service academy cadets or midshipmen. For example, those entering from the private sector would receive pay equal to that of cadets or midshipmen (currently \$543.90 monthly) rather than the pay of junior enlisted members, which is frequently greater. However, those entering from the enlisted ranks would not suffer a pay cut; it would be unreasonable to impose a (pay) penalty upon outstanding enlisted members who accept our encouragement to become Armed Forces officers, by enrolling in a prep school to compete for a Service academy appointment.

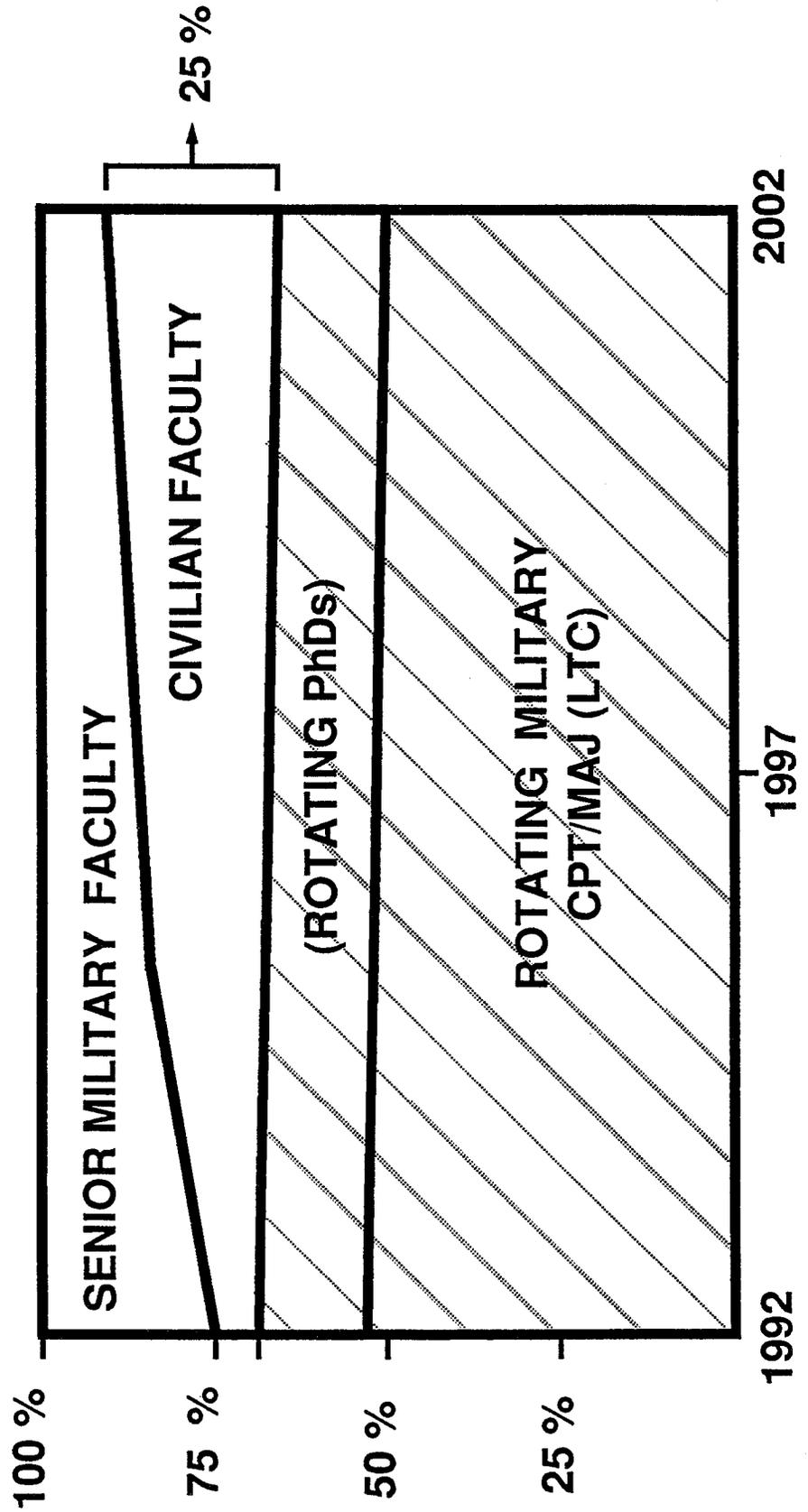
ENCLOSURE 2 to APPENDIX IV

USMA-RELATED ITEMS  
HOUSE AND SENATE VERSIONS  
FY94 DOD AUTHORIZATION AND APPROPRIATION ACTS

PROJECT	EST COST	SASC	HASC	JT CONF	SAC	HAC	JT CONF
Whole Barracks Renewal (2 Enlisted PSN BKS) 9000SF addition to one of the renovated BKS) (Const 15,600SF BN/CO HQ's and supply BDG)	\$13.8M	\$13.8M	\$13.8M	*Pending	\$13.8M	\$13.8M	\$13.8M
Family housing replace- ment build 100 units at West Point; dispose of 134 units STAS	\$15.M	\$15.M	\$15.M	*Pending	\$15.M	\$15.M	\$15.M
Revitalization 58 houses Lee Housing West Point	\$4.2M	\$4.2M	\$4.2M	*Pending	\$4.2M	\$4.2M	\$4.2M
Revitalization 40 JR NCO houses at West Point	\$1.5 M	1.5M	\$1.5M	*pending	\$1.5M	1.5M	\$1.5M

\* Expect to be supported in AUTH Conference.

# Faculty Transition



ENCLOSURE 3 to APPENDIX IV

# USMA OUTREACH

## ■ Leadership “Train the Trainer” Program

- Los Angeles Police Department
- New Jersey Police Chiefs

DC Metropolitan Police

## ■ National Science and Math Summer Camp

## ■ ROTC Military History Workshop

## ■ USMA-ROTC Leadership Conference

ENCLOSURE 4 to APPENDIX IV

# USMA OUTREACH (CONT.)

- Senior Faculty Support
  - TF Russia
  - CINCUSAREUR Review
  - Network and National Strategy Research/ Brief; OSD / DA / SHAPE
  - Special Assistant to CSA / Member DOD Transition Team
  - OSD Net Assessment Work Group
- Senior Seminar on East Europe
- Senior Seminar on Software Development

# USMA OUTREACH (CONT.)

## ■ Centers of Excellence

- Army Installation Status Report Development
- Support to USAREUR Drawdown
- Analysis of USAR Military Technicians
- Tank Damage Modeling (ARL)
- Combat ID Tiger Team
- Environmental Training Policy
- Parachute Opening Shock
- Artillery Thermal / Combustion Problems
- Laser Based Hydro-Generator Installation

# USMA OUTREACH - CADET

- Philmont Rayado Ranger Staff - 23 Cadets
- Counseling Adolescents - 10 Cadets
- Summer Minority Admissions Program - 18 Cadets
- Boys State/ Girls State - 37 Cadets
- Orange County Special Olympics - 550 Cadets
- Big Brother/ Big Sister Program - 150 Cadets



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

May 8, 1993

**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 1993 United States Military Academy Board of Visitors.

MR. HECTOR M. HYACINTHE, Chairman  
REPRESENTATIVE JOHN TANNER, Vice-Chairman  
SENATOR LARRY PRESSLER, Member  
REPRESENTATIVE GREG LAUGHLIN, Member  
REPRESENTATIVE HAMILTON FISH, JR., Member  
MRS. SALLY F. MCKENZIE, Member  
MR. EDWIN MEESE III, Member  
MR. RICHARD J. WALL, 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".

STEPHEN R. FURR  
LTC, GS  
Executive Secretary

APPENDIX V

**MATERIALS FURNISHED TO  
THE 1993 BOARD OF VISITORS**

- Report of the 1992 Board of Visitors

**ORGANIZATION MEETING**

Read Ahead Material: None

Hand Out Material: None

**MAY MEETING**

**Read Ahead Material**

Information Paper: Annual Program Review

Information Paper: Infrastructure Revitalization

Information Paper: Admissions Status, Class of 1997

Information Paper: Annual Financial Disclosure Statement

Information Paper: Economies and Efficiencies

Information Paper: Transition to Increased Civilians on the Faculty

Information Paper: Reduction of the USMA Band

Information Paper: STAS Divestiture

Information Paper: DOD Universities Information Management Business Process Improvement Project

Information Paper: DOD IG Review of the Academies

Information Paper: DAIG Assistance Visit

**Hand Out Material**

USMA Circular 1-101, dated 1 July 1992, Cadet Leader Development System

The Seventh National Honor Conference Proceedings, 28-31 October 1992

- Information Paper on Selection of Cadet Candidates for the United States Military Academy Preparatory School
- President's Commencement Address at USMA
- Draft Revision to Rules of the Board of Visitors

**ANNUAL MEETING -OCTOBER**

**Read Ahead Material**

Information Paper: USMA Strategic Guidance

Information Paper: Performance of Graduates

Information Paper: USMA Gender Integration Initiatives

Information Paper: DODIG Review of the Academies

Information Paper: Section 6 School Funding School Year 1993/1994

Information Paper: Reorganization between the Department of Physical Education (DPE) ) and the Directorate of Intercollegiate Athletics (DIA)

**Hand Out Material**

United States Military Academy Preparatory School History and Traditions, 3d Edition

Strategic Guidance for the United States Military Academy, October 1993

United States Military Academy 1993-1994 Catalog

APPENDIX VI

**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.

APPENDIX VII

