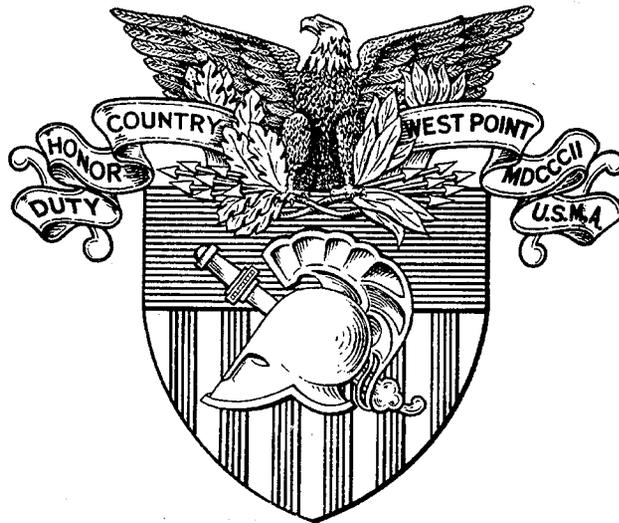


1996

ANNUAL REPORT

UNITED STATES MILITARY ACADEMY

BOARD OF VISITORS



DECEMBER 31, 1996

THIS REPORT IS NOT RELEASABLE UNTIL ACTED UPON BY THE  
PRESIDENT OF THE UNITED STATES



**REPORT OF THE 1996 BOARD OF VISITORS  
UNITED STATES MILITARY ACADEMY**

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**REPORT OF THE BOARD OF VISITORS  
OF THE  
UNITED STATES MILITARY ACADEMY  
West Point, New York,  
December 31, 1996**

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**

Thad Cochran, Mississippi  
Kay Bailey Hutchison, Texas  
Herb Kohl, Wisconsin  
Carl Levin, Michigan

**Representatives**

W. G. Hefner, North Carolina  
Sue W. Kelly, New York  
John M. McHugh, New York  
Charles H. Taylor, North Carolina

**Presidential Appointees**

Honorable James H. Bilbray, Alcalde & Fay, 2111 Wilson Boulevard, Arlington, Virginia 22201 (Appointed in 1995 to serve through 1997)

Mr. Carroll W. Conn, 195 North 11<sup>th</sup> Street, Beaumont, Texas 77704 (Appointed in 1996 to serve through 1998)

Mr. Robert Lyford, Arkansas Electric Cooperative Corporation, Box 194208, Little Rock, Arkansas 72219 (Appointed in 1995 to serve through 1997)

Dr. Mady Wechsler Segal, Department of Sociology, University of Maryland, College Park, Maryland 20742 (Appointed in 1996 to serve through 1998)

Mr. Jeffrey H. Smith, Arnold & Porter, 555 12<sup>th</sup> Street, N.W., Washington, D.C. 20505 (Appointed in 1994 to serve through 1996)

3. **EXECUTIVE SECRETARY.** Lieutenant Colonel John J. Luther, Secretary of the General Staff, USMA served as the Executive Secretary to the Board from 1 January through 31 December 1996.

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 1996.** The 1996 Board of Visitors held three meetings during the year. The organization meeting was held in Washington, D.C. on February 29, 1996. A second meeting was held at West Point on April 22, 1996. On July 13-15, 1996 members of the Board made individual visits to cadet summer training. The required annual meeting of the Board was held at West Point on November 8, 1996.

b. **February 29, 1996, Washington, D.C.** The organization meeting of the 1996 Board of Visitors was held in Room 418, Russell Senate Office Building, and was attended by three members from the Senate, three members from the House of Representatives, and six Presidential appointees. A quorum was achieved. Senator Thad Cochran was elected Chair and Honorable James H. Bilbray was elected Vice-Chair. The Executive Committee was named. Senator Harry Reid, Senator Kay Bailey Hutchison, Representative Sue Kelly, Representative John M. McHugh, and Mr. Jeff Smith were appointed as members in addition to the Chair and Vice Chair, ex officio. The Board selected meeting dates and areas of interest for two meetings during the year. Summarized minutes for this meeting are at Appendix II. This meeting was open to the public.

c. **April 22, 1996, West Point, N.Y.** This meeting at West Point was attended by four Presidential appointees and two members from the Senate. A quorum was achieved. The Superintendent updated the Board on events and issues ongoing at the Academy since the last Board meeting in February. Members also received an update briefing on the Class of 2000 admissions status. The Board observed an orientation/demonstration at the Performance Enhancement Center and met in round table discussions with the emerging leaders of the Class of 1997. Summarized minutes for this meeting are at Appendix III. This meeting was open to the public.

d. **July 13-15, 1996, West Point, N.Y.** Four members of the Board elected to visit cadet summer training. They observed Cadet Basic and Field Training.

e. November 7-9, 1996, West Point, N.Y. The annual meeting of the 1996 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 two members of the Senate, two members of the House of Representatives, and five Presidential Appointees. A quorum was achieved. The Board's Annual Report to the President was prepared. The Superintendent updated the Board on events and issues ongoing at the Academy since the April 22, 1996 meeting. The Board received a briefing on the United States Military Academy Preparatory School (USMAPS) Program, the Intercollegiate Athletic Program, and an Admissions Update on the Class 2001 status. The Board received a tour of the Arvin Cadet Physical Development Center. The Board members participated in round table discussions with the cadet leadership. 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 194th 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 and 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 two members, Lieutenant General (Retired) Benjamin O. Davis and Mr. Jeffrey H. Smith, whose appointments expire this year. The Board extends its appreciation for their dedicated and outstanding service.

The Board notes the retirement of Lieutenant General Howard D. Graves, the 54th Superintendent of the United States Military Academy. Lieutenant General Graves retired, having earned the respect and gratitude of the Academy. The Board was highly impressed with his leadership skills and vision. The Board extends its appreciation for his dedicated and outstanding service. He will be remembered and missed. The Board is pleased to welcome Lieutenant General Daniel W. Christman as Superintendent. His qualifications are impressive, and the Board looks forward to working with him.

The Board accepts without reservation the responses of the Department of the Army and the Academy to the recommendations in the 1995 Report.

**b. Specific Conclusions and Recommendations:**

(1) **Conclusion: Arvin Cadet Physical Development Center.** The Board notes that the Arvin Physical Development Center is woefully inadequate in terms of physical condition and capacity to support the Academy's Physical Development Program. The Board continues its strong support for the revitalization of the Arvin Cadet Physical Development Center. The Board considers the facility to be essential to cadet development and strongly endorses the funding of its modernization. (See Addendum.)

**Recommendation:** The Board strongly recommends that Department of the Army, Department of Defense, the President, and the Academy pursue legislative actions to authorize and appropriate funding for this facility's revitalization and requests an update on the status of this project.

(2) **Conclusion: The Bicentennial Celebration.** The Board recognizes this celebration provides the Military Academy with an excellent opportunity to focus on its contributions to the Nation and its relevance to the future of our Nation. It will highlight the essence of the West Point experience and the Academy's purpose of providing the Nation with leaders of character for the future. The Board notes that many of the Academy's annually recurring events will support in this effort.

**Recommendation:** The Board endorses the Academy's partnership with the Association of Graduates in the planning and funding of this important event. The Board requests an update on the events and projects that will be used to highlight this celebration.

(3) **Conclusion: USMA Budget.** The Board continues its careful monitoring of Department of the Army resourcing policy for the United States Military Academy. Since the baselines were established in 1991, as a result of a Functional Area Resource Review, the Board has followed this important program. The Board was pleased by the establishment of baseline requirements and the past consistent allocation of resources. The Board is concerned that the continued pressure to reduce the Academy's funding may degrade its developmental programs.

**Recommendation:** The Board continues in its support of the steady resourcing of the Academy and strongly recommends Headquarters, Department of the Army, continue to provide for sustainment funding levels to ensure the quality of the Academy's developmental programs.

(4) **Conclusion: Non-Federal Funding.** The Board endorses the Academy's efforts to establish sources of non-federal funds to enhance support of its developmental programs. The Board is encouraged by the partnership established with the Association of Graduates and their growth in fund raising. The support of corporate America and West Point's Alumni and friends is substantial and the Board hopes it can be expanded.

**Recommendation:** The Board recommends that the Academy continue its efforts to cultivate enhanced donor support and requests an update on this program.

(5) **Conclusion:** **Academic Program Review.** The Board recognizes the requirement to continually ensure the relevance of the Academic Core Curriculum. The changing demands placed on junior officers and the Post-Cold War environment must be used to focus this review.

**Recommendation:** The Board concurs with the Academy's initiative to conduct a detailed review of the Academic Core Curriculum and requests a briefing on this review.

(6) **Conclusion:** **United States Military Academy Preparatory School.** The Board strongly supports continuation of the Preparatory School in its current form and format. We believe that it offers an essential avenue for admission to the Academy for soldiers and minority candidates who require additional education in order to qualify for and succeed at USMA.

**Recommendation:** The Board requests to be fully briefed on the status of efforts to enroll and remediate cadet candidates at USMAPS. Such briefing should include: the demographic composition of the USMAPS class; the full program of academic instruction, military and physical activities; the method and standards for cadet candidate performance evaluation; and rates of enrollment and success at USMA. The Board also requests to be informed of any suggestion to reduce the size or scope of the USMAPS program.

(7) **Conclusion:** **Infrastructure Revitalization Program.** From the present program's inception in 1991 and 1992, the Board has maintained that its successful completion was vital. The Board notes and applauds the completion and the programmed commitment to the projects which comprise the revitalization plan. However, we are concerned that proposed reductions in programmed funds will seriously compromise successful completion of the plan. In addition, the Board strongly supports expansion of the revitalization effort to include the modernization or construction of vital facilities that were not originally identified. We will continue to closely monitor the execution of the Infrastructure Revitalization program.

**Recommendation:** The Board strongly recommends that the Department of the Army strengthen its commitment to fund the Infrastructure Revitalization program as originally planned and to enhance that effort with essential repair and construction as identified by the Academy's leadership. The Board requests that the Superintendent continue to update the Board on status and progress.

**(8) Conclusion: Faculty Structure.** The Board desires to monitor faculty issues, both military and civilian, including the initiatives and actions taken by the Academy to implement Congressional guidance on the increase and integration of civilian faculty members.

**Recommendation:** The Board requests an update during 1997 on the current Academy Plan for faculty structure. The update should include: the planned mix of senior military faculty, civilian professors, and rotating junior military faculty; the future plans for the Visiting Professor Program; Academy initiatives to increase endowed chairs in academic departments; and assessment of civilian and military faculty morale.

**(9) Conclusion: Assessment.** The Board fully supports the Superintendent's initiatives to assess Cadet acceptance of the Bedrock Values of Integrity and Respect for the dignity of others.

**Recommendation:** The Board requests updates on the findings and conclusions which this assessment provides. The assessment plan should include internal and external evaluations under the direction of the Superintendent.

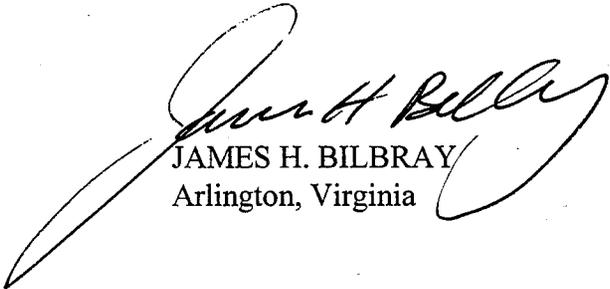
**(10) Conclusion: Impact Aid.** The Board is pleased with the current legislation that provides Impact Aid to support our local Highland Falls/Fort Montgomery School District.

**Recommendation:** The Board supports the continued efforts by Academy leadership and Department of the Army to secure a more permanent solution to the Impact Aid challenge facing Highland Falls/Fort Montgomery School District.

1996 UNITED STATES MILITARY ACADEMY  
BOARD OF VISITORS



THAD COCHRAN  
United States Senate  
Chair, 1996 Board of Visitors



JAMES H. BILBRAY  
Arlington, Virginia



CARROLL W. CONN  
Beaumont, Texas



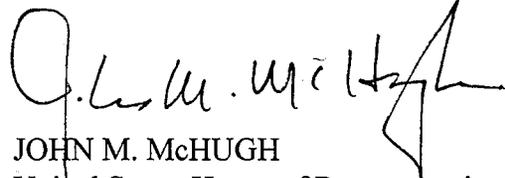
SUE W. KELLY  
United States House of Representatives



HERB KOHL  
United States Senate



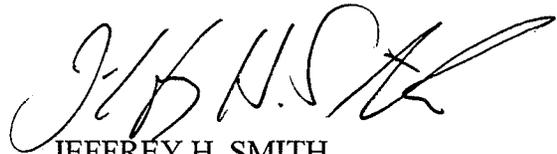
ROBERT LYFORD  
Little Rock, Arkansas



JOHN M. McHUGH  
United States House of Representatives



MADY WECHSLER SEGAL  
College Park, Maryland



JEFFREY H. SMITH  
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COMMITTEES:  
APPROPRIATIONS  
JUDICIARY  
SPECIAL COMMITTEE  
ON AGING

**United States Senate**  
WASHINGTON, DC 20510-4903

November 8, 1996

Honorable Thad Cochran  
Chairman, Board of Visitors  
United States Military Academy  
West Point, New York 10996

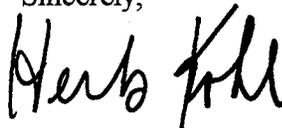
Dear Mr. Chairman:

As the Board of Visitors meets today to consider matters relating to the United States Military Academy, I must recuse myself from any conclusions or specific recommendations regarding the funding of the Arvin Cadet Physical Development Center.

As a member of the Subcommittee on Military Construction of the U.S. Senate Committee on Appropriations I will be reviewing the Army's request for funding to modernize the USMA physical development center. Given the many competing needs that must be funded through the military construction budget, including the pressing need for more adequate military housing, I must give careful consideration to the services' other funding requirements before I endorse full funding for this project.

Should the Board decide to endorse the modernization of the Arvin Cadet Physical Development Center, I ask that my recusal on this specific conclusion be noted in the final draft of our report to the President.

Sincerely,



Herb Kohl

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Addendum to Annual Report

**SUMMARY OF ACTIONS TAKEN IN RESPONSE TO THE 1996  
RECOMMENDATIONS OF THE BOARD  
As of: 1 November 1996**

**TITLE AND DATE OF REPORT:** Annual Report, United States Military Board of Visitors.

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

**RECOMMENDATIONS AND ACADEMY RESPONSES:** The following actions were taken in response to the 1995 recommendations of the Board:

**1. TOPIC: Strategic Guidance for the United States Military Academy, West Point 2002 and Beyond.**

**RECOMMENDATION:** The Board endorses the requirement by the Academy leadership to continuously update and refine the Strategic Guidance document and requests it be kept apprised of revisions to the guidance.

**USMA RESPONSE:** A complete review and update of the Strategic Guidance is currently underway. We expect to republish the revised document early in 1997. The Board of Visitors will be apprised of substantive changes and provided the opportunity to comment on the final draft.

**2. TOPIC: Performance of Graduates.**

**RECOMMENDATION:** The Board recommends that the Military Academy continue the effort to improve and validate the indicators used in its institutional outcome assessment. The Board requests an update on this subject during a meeting in 1996.

**USMA RESPONSE:** Presently, we are continuing to collect information on: officer retention rates and reasons for separation; rates of selection for promotion, command, and advanced education; incidents of indiscipline; and insights from School Commandants and Field Commanders. We are also exploring ways to gain knowledge of graduate contribution to the common defense from those no longer on active duty. We will keep the Board informed as to our findings.

**3. TOPIC: Faculty Restructure.**

**RECOMMENDATION:** The Board recommends that the impact of the faculty restructure plan on the quality of the West Point Experience continue to be monitored. The Board requests update reports on the Academy's progress in achieving the goal and the results of its impact assessment.

APPENDIX I

**USMA RESPONSE:** Faculty restructuring plans are currently on schedule. At the start of Academic Year (AY) 1996-97, the total number of civilian faculty members authorized at the Academy is 113 or 20.1 percent of the total faculty. As of this date, 109 of these positions are filled. Authorizations for civilian faculty increase to 122 for AY 1997-98 bringing the civilian component to 21.7 percent of the total faculty. The Academy's leadership continues to maintain that the quality of our program and our graduates is preserved with this restructured military and civilian faculty. However, future budget reductions may cap the number of civilian faculty members below the FY 2002 target of 25 percent, 138 civilian faculty members. Instead, civilianization will be halted following AY 1997-98 hirings and the Visiting Professor program will be reduced by half. As a result, the USMA faculty will consist of 115 civilian members or 20.4 percent in AY 1998-99.

#### **4. TOPIC: United States Military Academy Preparatory School.**

**RECOMMENDATION:** The Board recommends the Academy continue to implement the cost saving initiatives and provide the Board with a continuing assessment of the impact of these initiatives. We request an on-site visit during the coming year.

**USMA RESPONSE:** We will continue efforts to achieve economies and efficiencies in the operation of the United States Military Academy Preparatory School (USMAPS). We are pleased with the improved productivity of the school attendant to its realignment within the USMA chain-of-command. As a point of interest, the USMAPS Commandant is a member of the Policy Board, and USMAPS is a part of the Annual Program Review process. Circumstances prevented an on-site visit to USMAPS this year. We will coordinate and schedule a visit of the Board of Visitors to USMAPS in 1997.

#### **5. TOPIC: Cadet Summer Training.**

**RECOMMENDATION:** The Board strongly recommends that the Academy continues its strong commitment to the provision of this high quality training. It is an integral part of the West Point experience. The Board requests an opportunity to observe this training during the summer.

**USMA RESPONSE:** The United States Military Academy agrees with the Board of Visitors' recommendation to continue its commitment to quality summer training. USMA continues to look at ways to improve the quality and diversity of the summer training program. To that end the Superintendent and Commandant of Cadets visited both USMA and ROTC training activities throughout the United States to gain an understanding of the full spectrum of training being conducted. Additionally, the Department of the Army Inspector General team visited West Point to evaluate the conduct of summer training. Their assessment is that the Academy continues providing high quality, realistic training that is both challenging and innovative for cadets. The Board is always welcome to visit summer training.

## **6. TOPIC: Infrastructure Revitalization Program.**

**RECOMMENDATION:** The Board strongly recommends that Department of the Army and the Academy pursue appropriated funding for this facility's revitalization and requests an update on the status of legislative efforts to obtain this funding.

**USMA RESPONSE:** Legislative efforts to obtain this funding are progressing. The Arvin Cadet Physical Development Center remains the Academy's top priority for Military Construction, Army (MCA) funding. The Academy's plan to accomplish the Arvin revitalization project through an \$84 million project, with both funding and construction phased over multiple years, is in the Army's FY99 MCA Program. The Department of Army has provided USMA \$300,000 toward a study to review this phased plan. This study will further develop the project scope and identify any cost savings which may be realized. On October 8, 1996, House National Security Committee staffers visited the Arvin Cadet Physical Development Center and have since demonstrated their support for its revitalization. On October 21, 1996, the Chairman of the Committee, Mr. Spence, visited the Center at the invitation of Mrs. Kelly and also expressed his support for the project.

## **7. TOPIC: Community Support Area.**

**RECOMMENDATION:** The Board requests to be kept advised on the status of initiatives to move the Army-Air Force Exchange facility to the Community Support Area.

**USMA RESPONSE:** The project for the new Army-Air Force Exchange facility is progressing. On August 15, 1996, a meeting was held with key personnel from the Academy's Directorate of Housing and Public Works and the Army-Air Force Exchange Service which defined the final scope of the project. This pre-design meeting covered several important details regarding project funding, facility siting, provision of utility service, and period of construction. The next step is to complete the site adaptation of the standard design for Army-Air Force Exchange facilities. Actual construction of the facility is expected to commence Summer 1997.

## **8. TOPIC: Headquarters, Department of the Army Redesign Functional Area Reviews.**

**RECOMMENDATION:** The Board questions the rationale of this proposed realignment and strongly recommend that the current oversight be maintained.

**USMA RESPONSE:** The concept of aligning all sources of commissioned officers under a single command was considered and determined to be not in the best interests of the Army. Accordingly, the command relationship of USMA under the Army Chief of

Staff and the Secretary of the Army will continue; it is best suited to ensure proper oversight and control of the Academy as an institution established by Congress and responsive to the Executive Orders of the President of the United States (Title 10, USC).

#### **9. Baseline Revalidation.**

**RECOMMENDATION:** The Board continues in its support of the steady source resourcing of the Academy and strongly recommends Headquarters, Department of the Army continue its baseline program.

**USMA RESPONSE:** In conjunction with the development of the Army's input to the 98-03 Program Objective Memorandum, the United States Military Academy has been reviewing its baseline resourcing requirements. Faced with Operations and Maintenance, Army (OMA) decrements of approximately 10 percent in Fiscal Years 98-03, the Superintendent directed an aggressive review of Academy resourcing requirements. The result was identification of some functions that could be eliminated and others that could be made more efficient. The Army Leadership is favorably disposed to the Superintendent's efforts and have agreed to a limited restoral of funding for Fiscal Year 98 and Fiscal Year 99. We will keep the Board apprised of future funding developments and appreciate their continued support of steady source resourcing of the Academy.

**SUMMARIZED MINUTES**  
**1996 BOARD OF VISITORS ORGANIZATION MEETING**  
**FEBRUARY 29, 1996**  
**WASHINGTON, D.C.**

**1. MEETING CONVENED.** The Organization Meeting of the 1996 United States Military Academy Board of Visitors was called to order by Lieutenant General (Retired) Benjamin O. Davis, Jr., Chairman, at 9:15 a.m., February 29, 1996, in Room 418 of the Russell Senate Office Building, Washington, D.C.

**2. ADMINISTRATIVE REMARKS.** General Davis called upon the Executive Secretary, Lieutenant Colonel John J. Luther, for administrative announcements. LTC Luther announced for the record those present at the meeting:

Lieutenant General(R) Benjamin O. Davis, Jr., Chairman  
Mr. John Lindsey, Vice-Chairman  
Honorable Thad Cochran  
Honorable Kay Bailey Hutchison  
Honorable Harry M. Reid  
Honorable Sue W. Kelly  
Honorable John M. McHugh  
Honorable Charles H. Taylor  
Mrs. Sally McKenzie  
Mr. James H. Bilbray  
Mr. Jeffrey H. Smith  
Mr. Robert Lyford

a. Also present were: Mr. Peter Arapis, Assistant Legislative Director to Senator Reid; Mr. Mitch Kugler, Deputy Legislative Director to Senator Cochran; Lieutenant Colonel M. J. Montelongo of Senator Hutchison's office; Mr. Dennis Lambert, Chief of Staff to Representative Kelly; Miss Anne LeMay, Legislative Assistant to Representative McHugh; Honorable Sara Lister, Assistant Secretary of the Army for Manpower and Reserve Affairs; Mr. J.B. Hudson, Acting Administrative Assistant to the Secretary of the Army; Lieutenant General Howard D. Graves, Superintendent, United States Military Academy; Brigadier General Fletcher Lamkin, Dean of Academic Board; Colonel Steve Winsor, Chief of Staff; Colonel Randy Bookout and Lieutenant Colonel Muchmore, Office of Congressional Legislative Liaison; Lieutenant Colonel William Lemnitzer, U.S. Military Academy Desk Officer to the Deputy Chief of Staff for Personnel; Lieutenant Colonel John J. Luther, Executive Secretary; Miss Maryann K. Melville, Administrative Officer for the Board; Mr. Craig Gaines and Mr. William Blauvelt, Audio-Visual Support, Directorate of Information Management. Mr. Michael Mello representing the Ottaway News Service was present in the audience.

b. LTC Luther advised the Chair that a quorum was present under the Rules of the Board and a copy of the meeting Agenda and supporting materiel was at each member's place.

APPENDIX II

**3. CHAIRMAN'S REMARKS.** General Davis addressed the Board thanking them for their assistance and service during his tenure as Chairman. His association with the Board members, the other people in Congress, the Pentagon, and the Academy had been a most pleasant experience. He would be leaving the Board at the end of December and would miss his association with them.

**4. ELECTION OF OFFICERS.** The Board moved to consideration of the Agenda at Enclosure 1. The first order of business was election of a new chairman and vice chairman. The Chair opened the floor for nominations.

a. Senator Cochran was nominated for the office of chairman by Mrs. McKenzie. The nomination was seconded by Mr. Bilbray. Motion was made and seconded to close the nominations. Senator Cochran was elected Chairman by unanimous voice vote of members present. Senator Cochran assumed chairmanship of the meeting.

b. The Chair opened nominations for the office of Vice Chairman. Senator Reid nominated Mr. Bilbray. Mr. Smith seconded the nomination and made a motion that nominations be closed. Mr. Bilbray was confirmed as Vice Chairman of the Board of Visitors.

c. The Chair discussed selection of the Executive Committee with the members. It was decided to postpone selection and approval of the Committee until later in the meeting.

**5. REMARKS BY REPRESENTATION OF SECRETARY OF THE ARMY.** The Chairman recognized the Honorable Sara Lister, Assistant Secretary of the Army (Manpower and Reserve Affairs). Mrs. Lister extended the greetings of the Secretary of the Army and his appreciation for the Board's contribution to the welfare of the Academy. Mrs. Lister indicated the Secretary had asked her to attend the Board meetings as his representative. Mrs. Lister plans to attend all meetings her schedule will permit. As Assistant Secretary for Manpower and Reserve Affairs she has oversight responsibility for the Military Academy as well as Reserve Officer Training Corps (ROTC). She indicated she discussed with the Superintendent ways to bring more cooperation between the two sources of commissioning. The plan was to develop a synergy between them and make West Point almost officially what it is today, the Center for Excellence in Officer Education for the Army.

**6. SUPERINTENDENT'S REMARKS AND ISSUES UPDATE.** The Chair next asked the Superintendent for his update to the Board on Academy issues since the last Board meeting in December. General Graves began by urging the members to attend the spring meeting at West Point. The Board will be given the opportunity for candid discussion with focus groups of cadets and junior or senior groups of staff and faculty for exchange of opinion and ideas. Discussion then turned as to the best time for the meetings to permit maximum attendance. The Agenda was revised to discuss the

proposed meeting dates at Enclosure 2 before Congressional members were called to other meetings or to vote.

**7. SELECTION OF BOARD MEETING DATE.** The Board discussed the timing of the meetings. It was decided a Sunday/Monday timeframe was considered best for Congressional members.

a. Spring Meeting. 12-13 May was tentatively selected as the dates for the Spring meeting, subject to change once schedule conflicts surfaced and calendars were firmed up.

b. Visits to Summer Training. This summer, the dates recommended to observe cadet field and basic training are 16-17 July. The dates selected will also provide the members an opportunity to interact with cadets one to one in an informal social event, the Superintendent's picnics for the cadet detail cadre. Coordination will be done with your staffs and you can visit individually or in groups as your schedules permit.

c. Fall or Annual Meeting. After discussion, the date of 7-9 November was selected with members remaining for the interservice football contest (Army Vs Air Force).

**8. SUPERINTENDENT'S UPDATE CONTINUED.** The Board then returned to the Superintendent's Update.

a. Winter Activities. General Graves discussed 500th and 100th Night activities. These are activities centered around formal full dress dinners with speakers for the junior and senior classes. The plan behind the events is to teach cadets how to interact at formal events. A reception, dinner, toasts, with a speaker from one of the Army Commands is held in the dining hall. It is followed by a formal hop or dance with a receiving line. The importance of these events is they are planned by cadets teaching them how to organize a special event, and the social skills to attend these functions.

b. Program Reviews. The academic, athletic, military, and physical programs reviews are conducted in the winter. The Dean, Commandant, and Director brief the Senior Board, chaired by the Superintendent, at the Military Academy. The goals of the Academy and the performance of organizations under review are compared. Decisions are made as to what is on track and what needs further study or revision. Reviews are performed throughout the year. The admissions program and the garrison are scheduled later on in the year and will be briefed at the fall meeting. The Board of Visitors is briefed on the results of these program reviews at each of the Board's scheduled meetings.

c. Benchmark Opportunities:

- Superintendent's Conference. We benchmark with the other academies at our annual Service Academy Superintendents' Conference. The Superintendents meet with their primary deputies for an exchange of ideas, discussion of problem areas, possible

solutions, and plans or procedures we may adopt. It is not an attempt to standardize, but rather an exchange of information. We learn from each other.

- We also benchmark with other universities. We sit on accreditation boards for other universities and we are accredited by the Middle States Association.

- The NCAA now has an accreditation system for athletic programs. We volunteered to be a prototype and have been accredited. We now sit on review committees for them and exchange information with other university presidents.

- The Patriot League is another benchmark opportunity. The Superintendent is presently Chairman of the Patriot League Presidents Commission and this provides another opportunity to benchmark.

d. Academic Initiatives.

- Center for Teaching Excellence: The faculty is responding very well to the seminars this Center holds. We want to ensure the classroom is a place to synthesize, analyze, and grow, not just hear a lecture. This is not new, in effect it is what we call the Thayer System. We also discuss Team Learning and Outcomes Assessment.

- Center for Enhanced Performance (CEP): This Center focuses on cadets, teaching them how to effect direct improvement in their learning process. It teaches them visualization, i.e., develop the ability to react to what one can see and react quickly. Many of our athletes take advantage of the Center. The Center also has a strong Reading Study Program. If a cadet is having a problem with a particular skill, the CEP can help them. A visit to the Center will be made part of your next meeting itinerary.

e. Senior Military Faculty. A major challenge we face is the formulation of a development plan for our senior military faculty. In the past, we would bring a military member to West Point as a Permanent Associate Professor with the understanding that when their year group made colonel they would be promoted to colonel. Current army promotions have failed to maintain this selection rate to colonel. We are restructuring our military faculty to develop specific positions at the colonel, lieutenant colonel, and major level for each of our academy professor positions. We are developing a strategic plan for faculty promotions with the assistance of Mrs. Lister. Once it is in place, we can tell the promotion boards we have a requirement for a colonel of economics, two colonels of mathematics, and here are the candidates. The promotion board will select from the slate of candidates.

The Board expressed concern on the impact of this issue on the quality of officers recruited for positions at the Academy. The Superintendent responded that right now it is a major motivation factor. These people are competitive. The Academy needs to offer them a well organized program. Once the strategic plan is developed and approved by the Army we will be stabilized again.

f. Superintendent's Honor Review Committee Report. The Board will be briefed on this report at the Spring Meeting. One initiative we are working on is how to improve our honor education. We teach 53 hours on honor and 56 hours on consideration of others. We want the cadets to teach that to each other and do it well.

g. Tactical Officer Education Program. Some members may remember that we developed the Eisenhower Program at West Point to grant a Masters Degree to tactical officers. When Congressional approval was not granted, we developed an alternative program with Long Island University (LIU). In this program we teach about 35 per cent of the courses and LIU teaches the remainder. New tactical officers in their first year at West Point receive a Master in Counseling and Organizational Behavior. We have initiated our first program review of the Tactical Officer Education Program.

h. Military Program Innovations.

- Noncommissioned officers in the grades of E7 and E8 were brought into each cadet company two years ago. The system is working well. Cadets are learning how sergeants think, preparing them for when they become lieutenants.

- We are also seeking to improve cadet understanding of the Army branches; what the branches do and what the opportunities are before they select their branch in their first class year.

- Summer development program. At present, about half of the cadets go to training bases, become drill cadets, and work to train recruits. The other half go out to organized military units to deal with the units, and see what the army is like. As the Army draws down on opportunities, we need to get as many cadets to these organized units. We are reducing the number of cadets that go to training centers and increasing numbers going to units to the level the Army can manage. We believe it is more beneficial for cadets to actually work in an infantry or transportation platoon for six weeks in the summer than being at a training center.

i. Admissions. The new leadership team is reorganizing the directorate to provide more immediate and personalized service. More aggressive and expedited procedures were approved. We believe we are more responsive now. It is obvious from the quantity and quality of students we are getting that we must continue to be competitive with the best civilian universities in trying to reach top quality students. We are enhancing our willingness to accept people early on, i.e., if you get your file in and your file is good (SAT scores and high school transcripts) we can offer a conditional offer of admission. Sixty per cent of universities do this now. Last year our numbers were about 11 applicants for each position. The Class of 2000 numbers look good. Applications are about 6 per cent over last year. One area of concern we had was minority applications, particularly African Americans. We worked to develop some relationships to find outstanding minority candidates. The alumni was recruited; the Congressional Black

Caucus was visited. We will continue to be aggressive in reaching out and telling them what West Point can do and what they can accomplish at West Point.

j. Athletics. In addition to our regular program review, we are doing a football review. We are reviewing cadet schedules to determine if football players are too scheduled, if we are requiring them to do more than they have time to do. We also want to capture the positive factors of 1995 season to determine if there was something we did inadvertently that needs to be made policy. The football review will consider every thing football players do. It is important to remember that the players are all full cadets who use all their discretionary time for football. Thirty percent of the team is on the Dean's list. Classes are held on Saturday on away football trips by officers representatives or the cadets themselves. Wherever we are, on Saturday morning before the game, there are academic classes held so the players can maintain their academic grades. We need to determine if any policies need to be adjusted. We can only stay supportive of a program that says the full cadet experience must be experienced by a football player. They must graduate having been through that common experience. We also want them to be successful in their athletic pursuits.

k. Preparatory School. USMAPS is now fully a part of the Military Academy. We set the admission standards, the remediation standards and can now promise entry if the individuals meet those standards. Only enough candidates are brought into the Preparatory School to fill the available slots. At present, 170 slots are set aside for USMAPS. We think about 220 is the right entry class, given past attrition rates, to fill the 170 slots. We continue to study and adjust this number. The curriculum was more precisely realigned with the Academy. We reassigned a Professor of Mathematics, Colonel Rickey Kolb, to be the Commandant. Members will be offered the opportunity to come early to one of the Board meetings and visit the Preparatory School.

l. Garrison. The Board was updated on running West Point as a post. This is where the big budget items are located.

- Biggest item is our revitalization effort. To summarize, revitalization started in 1991 with a \$400M backlog in facility maintenance. We are at the halfway point and the \$200M mark. We expect the second half to take longer. We were able to undertake our big projects in the beginning, but the Army is getting smaller and fewer dollars are available. It is now a \$600M program due to additional maintenance and repair uncovered by initial repairs. We have identified 308M in further needs for the future.

- The rehabilitation of the Cadet Barracks is complete. We have also started an active self-help program. Every cadet company has a toolbox and a Prescribed Load List for minor repairs. For example, if a cadet pulls off a hinge, the cadet goes to the PLL, gets required equipment and fixes it. If the repair is not minor, maintenance is called in. The plan is to revitalize each room every five years--to get the barracks on a five year cycle of annual recurring requirements. This will require a solid line of funding that we can commit to. If this is not done, decay starts again.

- Work on the Mess Hall is ongoing. This will take three years. The Board will be given the opportunity to see it. It is a \$28M project. The Mess Hall preparation area has existed since 1947. The food preparation area is inefficient and under code. Food preparation has been temporarily moved and the entire area gutted. Modern equipment is being put in, efficiencies enacted.

- Housing. We are beginning the Stony Lonesome housing project. It will give us 137 new homes. The 1940 Gray Ghost Housing will be torn out and 71 new homes built. This additional housing will enable us to divest ourselves of Stewart Army Subpost. Stewart is an old Air Force Base. We have 600 sets of housing there, built in 1940's and 50's. Each costs \$5K a year to maintain and is not economically repairable. The cost to operate STAS is \$6.7M a year. We also want to consolidate our faculty. Once new housing is complete we can do so, and divest ourselves of STAS.

- Cadet Physical Development Facility, Arvin Gym. This is a major project and is yet to be funded. It is actually six gymnasiums built over time. It is the largest facility on post and in a state of disrepair. The original estimate was \$12M-\$13M to renovate. An Engineer design team was brought in. Their estimate was \$30M to bring it inside safety codes. Seismic safety codes have now raised the estimate for the project to \$80M. In addition, operations still have to be maintained. Physical education and the competitive sports program must continue. We are working with Army programmers.

m. Active Duty Service Obligation. This year's Authorization bill was passed before the second government furlough. Authorization Bill returned the active duty service obligation for cadets back to five years. In 1992, a provision came out that increased it to six. This year is has been returned to five.

n. Baseline Funding. The biggest challenge we face in the future is the budget challenge. We have a Baseline. The Baseline is not a constant funding for the Academy. It is, in fact, an orderly reduction of 10 per cent over 7 years. In 1992, we committed ourselves to reduce the operational cost of Academy \$27M by 1999. Some mission changes, i.e., civilianization of faculty impacts on this. Military faculty salary comes out of the army manpower account. Civilian faculty salary comes out of the Academy budget. That is a mission change but we are basically on track to be reduced \$27M by 1999. Our difficulty arises with decisions made mid-year for unprogrammed cuts. We are an academic institution and cannot stop mid-semester. We like baseline funding; it is orderly throughout the year and not subject to additional cuts mid-year. Some people believe baseline funding is constant funding that does not change and is protected from reduction. This is not the case. Members of Army staff who negotiated that initial baseline concept are gone. We are in a reeducation role. The challenge is an education challenge as well as a challenge to stay at \$27M. Another issue in budget areas is competition for time and resources. The Army is heavily committed and we have to fight harder for our training support as units reorganize. We are working with Army leadership on the best way to do this.

o. The Superintendent advised the Board of a long term issue on which they would be receiving calls. The background on the subject is that the village of Highland Falls is surrounded on all sides by either West Point, West Point training area, the Palisades Interstate Park, or the Hudson River. The difficulty facing Highland Falls is that they do not have a way to increase their tax base. They have also been behind in increasing their school taxes to match requirements and are now faced with about 15-20 percent increase in school taxes. Some in the community believe the solution is to get some land back from West Point and increase their tax base. The Academy is working with Representative Kelly, our district representative, for a solution. The basic problem is when land was purchased, the government committed itself to pay Impact Aid. Now Impact Aid is decreasing and going away. It is a pinch for them. We pay a tuition of about \$5K per student to go to Highland Falls High School. We have a joint task force looking at various ways to assist them in being more efficient, and working to see if the Department of Education can restore impact aid.

**9. RESPONSE BY CHAIRMAN.** Senator Cochran thanked General Graves for the full and comprehensive report on the State of the Academy. He stated the members of the Board were impressed with the initiatives for improving education and training opportunities for cadets and the overall excellence of programs at West Point. The Board was also impressed with how many cadets were winning academic awards and scholarships. The emphasis and support for those students who aspire to that kind of achievement is remarkable.

**10. AREAS OF INTEREST FOR 1996 BOARD MEETINGS.** The Board next moved to consider the topics for the 1996 meetings. After discussion and a polling of the members for specific requests, the list of proposed topics at Enclosure 3 as amended was approved.

**11. SELECTION OF EXECUTIVE COMMITTEE:** The Chair announced the selection of the Executive Committee.

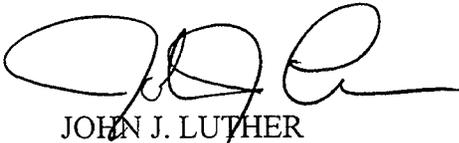
Honorable Thad Cochran, Chairman  
Mr. James Bilbray, Vice Chairman, ex officio  
Honorable Harry M. Reid  
Honorable Kay Bailey Hutchison  
Honorable Sue W. Kelly  
Honorable John M. McHugh  
Mr. Jeffrey H. Smith

The provisions of the rules of the Board being met, the Chairman asked for the Board's consent to the appointments. Motion was made and seconded to approve without objection.

12. **ADJOURNMENT.** The Chair thanked the members for their attendance and attention. There being no further business to discuss, the Chairman adjourned the organization meeting of the 1996 Board of Visitors.



THAD COCHRAN  
United States Senate  
Chairman, United States Military  
Academy Board of Visitors



JOHN J. LUTHER  
Lieutenant Colonel, U.S. Army  
Executive Secretary  
United States Military Academy  
Board of Visitors

**AGENDA**  
**ORGANIZATION MEETING**  
**UNITED STATES MILITARY ACADEMY BOARD OF VISITORS**  
**THURSDAY, 29 FEBRUARY 1996, 9:00 a.m.**  
**Room 418, Russell Senate Office Building, Washington, D.C.**

Call to Order	LTG(R) Davis
Administrative Remarks	LTC Luther
Opening Comments and Introduction of Agenda	LTG(R) Davis
Election of Officers	LTG(R) Davis and Board
Appointment of Executive Committee	Chair
Remarks by Assistant Secretary of the Army	Mrs. Lister
Remarks and Update by Superintendent	LTG Graves
Response by Chair	Chair
Discussion and Selection of Dates/Format for 1996 Meetings	Board Members
Selection of Areas of Interest for 1996	Board Members
Remaining Business	Board Members
Closing Remarks	Chair
Adjournment	

ENCLOSURE 1 to  
APPENDIX II

**SUGGESTED TIME FRAMES FOR MEETINGS AT WEST POINT  
FOR THE 1996 BOARD OF VISITORS**

**SPRING MEETING**

**18-19 APR (Thu/Fri)                    ACADEMIC PERIOD**

**25-26 APR (Thu/Fri)                    ACADEMIC PERIOD**

**12-13 MAY (Sun/Mon)                    ACADEMIC PERIOD**

**VISIT CBT/CFT SUMMER TRAINING (On Individual Basis)**

**23 JUN-13 AUG                    CFT I/II TRAINING PERIOD**

**27 JUN-14 AUG                    CBT I/II TRAINING PERIOD**

NOTE 1: Specific recommendations for Training Visit Dates will be provided at Spring Meeting

**ANNUAL MEETING**

**7-9 NOVEMBER (Thu/Sat)                    ACADEMIC PERIOD  
FOOTBALL vs AIR FORCE ACADEMY**

**21-23 NOVEMBER (Thu/Sat)                    ACADEMIC PERIOD**

**SUGGESTED TOPICS/AREAS OF INTEREST  
FOR MEETING AGENDAS OF  
THE 1996 USMA BOARD OF VISITORS**

**SPRING MEETING**

- Visit USMAPS
- Annual Program Review
  - Academic Program
  - Military Program
  - Physical Program
  - USMAPS
- Superintendent's Honor Review Committee

**VISIT SUMMER TRAINING**

(Individual basis - no formal meeting)

**FALL MEETING**

- Annual Report Preparation
- Annual Program Review
  - Athletic Program
  - Admissions Program
- Performance of Graduates Report Update

**ISSUE UPDATES**

- Legislative Issues
- Strategic Guidance Revisions
- Faculty Restructure
- Cadet Physical Development Facility (Arvin Gym) Revitalization
- Status of Community Support Area
- Baseline Revalidation Status

**NOTE**

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

- Roundtable Discussions with cadets leaders (current and emerging)
- Roundtable Discussions with members of Cadet Honor Education Teams (CHET) or Outgoing Honor Committee
- Visit Performance Enhancement Center
- Visit/Tour Alumni Center

ENCLOSURE 3 to  
APPENDIX II

**SUMMARIZED MINUTES  
1996 BOARD OF VISITORS MEETING  
22 APRIL 1996  
WEST POINT, NEW YORK**

**1. MEETING CONVENED.** A meeting of the 1996 United States Military Academy Board of Visitors was convened by the Chair, the Honorable Thad Cochran, at 8:05 a.m., April 22, 1996, in the Superintendent's Conference Room, Taylor Hall, United States Military Academy, West Point, NY.

**2. ADMINISTRATIVE REMARKS:** Senator Cochran welcomed the members to the meeting and expressed appreciation for their attendance. He noted that this is an important meeting, not only because it is a regular meeting of the Board but also because it is General Graves' last meeting with the Board as Superintendent. The Chair called upon the Executive Secretary for administrative remarks:

- a. LTC Luther announced for the record those present at the meeting.

Honorable Thad Cochran  
Honorable Kay Bailey Hutchison  
Mr. James H. Bilbray  
Mr. Carroll W. Conn  
Mr. Robert Lyford  
Dr. Mady Wechsler Segal

b. Also present at the meeting were: Mr. Archie D. Barrett, Principal Deputy Assistant, Office of the Assistant Secretary for Manpower and Reserve Affairs; Mr. Joel B. Hudson, Office of the Administrative Assistant to the Secretary of the Army; Lieutenant General Howard D. Graves, Superintendent; Brigadier General Robert J. St. Onge, Commandant of Cadets; Brigadier General Fletcher Lamkin, Jr., Dean of the Academic Board; Colonel Stephen Winsor, Chief of Staff; Mr. Dennis Lambert, Chief of Staff to Representative Kelly; Ms. Kendra Turchiarolo, Staff to Representative Charles H. Taylor; Colonel Randy Bookout, Office of Congressional Liaison; Lieutenant Colonel Tim Muchmore, Office of Congressional Liaison; Lieutenant Colonel William F. Lemnitzer, US Military Academy Desk Officer of the Deputy Chief of Staff for Personnel; Colonel P. A. Toffler, Director, Policy, Planning, and Analysis; Major Michael Lerario, Aide-de-Camp to the Superintendent; Lieutenant Colonel John J. Luther, Executive Secretary to the Board; and Ms. Maryann Melville, Administrative Officer for the Board.

c. LTC Luther advised the Chair that a quorum was present under the Rules of the Board.

APPENDIX III

**3. CHAIRMAN'S REMARKS.** Senator Cochran noted that this will be General Graves' last meeting with the Board. Senator Cochran announced the change of command ceremony and review for the Superintendent on June 24, 1996, and invited the members of the Board to attend this event. The Board commended General Graves on his outstanding job as Superintendent. His five years of service at West Point will leave a lasting impression on the Academy and the quality of its graduates.

**4. ADOPTION OF MINUTES OF ORGANIZATION MEETING.** The Board reviewed the Minutes of the February Organization Meeting. The minutes were approved.

**5. REMARKS BY REPRESENTATION OF SECRETARY OF THE ARMY.** The chair called upon Mr. Archie D. Barrett, Principal Deputy Assistant, Office of the Assistant Secretary for Manpower and Reserve Affairs. Mr. Barrett stated that Ms. Lister was scheduled to represent the Secretary of the Army but her schedule changed abruptly and she was not able to attend. Mr. Barrett discussed changes having application today--national military strategy, revolution in military warfare, and the drawdown of personnel. He further explained that one thing that is not an option is to undermine the essential training that makes the Army what it is today and highlighted West Point as the premier leader development institution.

**6. SUPERINTENDENT'S REMARKS AND ISSUES UPDATE.** The chair called upon General Graves for his update to the Board on events and issues ongoing at the Academy since the last Board meeting in February.

a. The Superintendent reiterated Mr. Barrett's comments. The Board of Visitors is a continuing source of great feedback to the Academy and a good source of civilian oversight. They are very valuable and are taken very seriously. Also, the Academy has been in the forefront of leading the Army, whether it was Schwarzkopf in Desert Storm, Ridgeway in Korea, Abrams and Westmoreland in Vietnam, or MacArthur, Eisenhower, and Bradley and others in World War II.

b. Spring Activities. General Graves stated that this has been an exciting and outstanding time for the Academy.

- Visit by Dr. Jim Watts. The Nobel prize winning discoverer of DNA spent a day at West Point as a distinguished lecturer and spoke to the plebes about the discovery of the DNA.
- Visit by John Tilelli. General John Tilelli, the Commander of Forces, talked to the cadets and to a faculty professional development section on what the Army expects from our lieutenants and what it expects from West Point.

- Founders Day. The month of March is the month the United States Military Academy celebrates the anniversary of the Academy. The Academy was founded on March 16, 1802 and this is the month reports are given to West Point Societies worldwide. Academy leaders conducted Founders Day sessions at 80 locations around the country giving updates on the status of West Point.

c. Branch Selection and the First Class. The Academy provides the Army with about 25% of its lieutenants each year. It is important to know that the Academy is a tier one university in America, one of the top 50 universities. All three of the major service Academies are in that category. The Army, therefore, gets 25% of its lieutenants from a university in the top 50.

- The Academy is expected to graduate 912 cadets.
- Branch Selection. The guidance the Academy has from the Army is that a minimum of 80% of the men and 20% of the women will go into combat arms. Branch selection is based on class standing. Ranking this year took place at the end of the 7th semester. The cadets submitted their branch preferences ranking them from 1 to 14. The result was 94% of the men and 93.5% of the women received either their first, second, or third choice.
- An arrangement with the other services allows for a maximum of 1% of our cadets to go into another service. This year the Academy has six cadets going to the Air Force and four to the Marine Corps.
- A ceiling has been established that no more than 2% of the Academy's graduates are chosen for medical school.
- This year the Academy will have 145 graduates going into infantry, 115 in armor, 124 in field artillery, 60 in air defense, 115 in aviation, 118 in engineers, 28 in signal corps, 20 in military police, 60 in military intelligence, 15 in adjutant general, 5 in finance, 8 in chemical, 17 in transportation, 16 in ordnance, 30 in quartermaster, and 9 in medical service. The entire Army will have Academy graduates entering into its leadership.
- Scholars. Two scholars were selected. Jennifer Oliva will go to Oxford as a Rhodes Scholar and David Johnson will go to Oxford as a Marshall Scholar.

d. Emerging Leaders. The Emerging leaders are cadets in the junior class who are going to be leaders for next year. The Superintendent reviewed the selection process.

e. Individual Advanced Development (IAD) Programs. General Graves discussed the Military and Academic IAD programs:

- Academic IADs (AIADs) are internships in the Pentagon, Personnel Operations, Law area, Walter Reed Medical Center, Joint Chiefs of Staff, and the United States Capitol. A total of 454 cadets will participate in Academic IADs this summer, serving in leadership and research positions. Cadets will also serve in non-governmental organizations to help enhance the relationship between these organizations and the military. Humanitarian missions will be served in areas such as Croatia, Russia, Ethiopia, Rwanda, and Kenya. Cadets will participate in foreign language IADs in Brazil, Mexico, Russia, Germany, France, Taiwan, Israel, and probably Jordan. The Superintendent noted that many of the agencies involved are picking up the costs for AIADs. The proponent for AIADs is the Dean of the Academic Board with the individual programs executed by the appropriate academic department.
- Military IADs (MIADs) provide cadets the opportunity to attend Army training schools (e.g., airborne, air assault, northern warfare, etc.) The military program requires cadets to participate in one such program during their cadet career. The proponent for MIADs is the Commandant of Cadets and it is executed by the Department of Military Instruction.

f. Outreach. General Graves informed the Board that the Academy is very active in academic and professional conferences. He mentioned three in particular.

- National Science Foundation. This foundation has given the Academy a grant to hold a conference at West Point on instructing teachers to teach engineering. It is a one-week workshop.
- National Science Center for Math and Science Camps. These camps are held at West Point and are run by cadets and faculty members. The sixth and seventh graders who participate are introduced to science and technology themes.
- Conference on Teaching and Learning in the Next Century. The Academy will host the first conference for federal service Academies in September 1996. Professor Patricia Cross, an international leader of higher education, will be the keynote speaker.

g. Infrastructure Revitalization. General Graves gave a quick status update on the revitalization program. Revitalization started in 1991 with a 400 million dollar program to revitalize facilities. The Academy is about at the halfway point. The Academy is doing a lot of maintenance and repair but is also engaged in major construction projects.

- Barracks Renovation. The barracks renovation is going well.

- Child Development Center. The child development center contract has been awarded and the scheduled completion date is in the Spring of 1998.
- Stony Lonesome II Housing Complex. The contract for this project has been awarded. Completion date for this project is the Spring of 1999.
- Other Housing Projects. Renovations for 44 family housing units for officer housing and 40 noncommissioned officer housing is ongoing. Solicitation is out on the last of the family housing construction projects in the Gray Ghost housing area that will add another 119 housing units.
- Cadet Mess Project. This project is moving along well. The 28 million dollar project should be completed in March 1998.
- Cadet Physical Development Facility, Arvin Gym. General Graves briefed the Board on the status of this project. The total cost is projected to be 80 million dollars. This project is basically renovation, but about six different construction sites are contiguous and interlock. About two-thirds of the interior needs to be gutted. The state historic preservation constraints prevent us from repair by replacement.
- Hotel Thayer Project. The contract calls for the following: renovation, restoration of the hotel exterior, and a complete construction of a new wing. The hotel will be renovated into a first-class facility. The number of guest rooms will be doubled. A new dining and convention center will be constructed. The project calls for a consortium to then operate the Hotel Thayer for 50 years. At that time it will be turned back to the Army. The Academy is one month away from contract finalization; however, it has been this way for a little over a year.

g. Superintendents' Conference, 29 April - 1 May 1996. General Graves informed the Board of the agenda topics for this upcoming conference: character development in joint professional military education, alcohol and drug abuse, scheduling of cadet/midshipman activities, the whole issue of time management, cost accounting, financial management, a common physical aptitude exam for candidates, use of the worldwide web, outcome assessments, and demographic and interest trends at the end of the cold war.

h. General Graves added that the Academy continues to be identified by international leadership as the premier leader development institution in the world. People come from all over the world to see what we do.

i. General Graves mentioned to the Board that the Academy continues to visit Capitol Hill regarding Academy issues. The Superintendent also meets quarterly with the Secretary of the Army to discuss West Point issues at the United States Military Academy (USMA) Forum.

j. The Superintendent ended his update by giving a brief background description on the new Superintendent, Lieutenant General Daniel Christman, and stated that he is a wonderful leader and that he is going to be well received by the Board, West Point, and the Army.

**7. CLASS OF 2000 ADMISSIONS STATUS.** Colonel Michael Jones, the Director of Admissions and Registrar, reported to the Board on the Class of 2000 admissions status and other issues and initiatives using the slides at Enclosure 1. Colonel Jones stated the Academy's primary competitors are the Naval and Air Force Academies. A total reorganization of the admissions organization has taken place over the last two weeks downsizing the organization. The Admissions Office is now divided into six geographic regions with admissions teams in each region. This reorganization will result in a much faster, efficient, and personal service to candidates, congressional staffers, field force, and other constituents who work in recruiting.

8. The Board moved to the Performance Enhancement Center to observe an Orientation/Demonstration. After this visit, the Board met with cadets for lunch. After lunch, the Board conducted a Round Table discussion with Emerging Leaders for Class of 1997. A group photo followed. The Board then proceeded to a round table discussion with the company honor education teams.

**9. CLOSING SESSION.** The Board reconvened in business session to address the remaining agenda items. The Chairman called the Board to order at 1515 hours.

a. The Board was presented with dates during the summer to observe cadet summer training and to attend a traditional barbecue hosted by the Superintendent. July 14 and 15 were agreed upon.

b. Closing Remarks.

(1) Attendance at the change of command ceremony was discussed again.

(2) The Board expressed that this visit had been one of their most interesting and rewarding visits. It has been inspiring to see the dedication and commitment of the Corps of Cadets, and the faculty and staff. The Board expressed that generally speaking, the Corps is in good health and doing an outstanding job and we can look forward to the future with a great deal of confidence.

(3) The Board expressed to General Graves that he will be missed. General Graves said that he is going to miss West Point and that you cannot spend time here without it becoming part of you.

(3) The Board expressed to General Graves that he will be missed. General Graves said that he is going to miss West Point and that you cannot spend time here without it becoming part of you.

(4) The Chair thanked General and Mrs. Graves for being wonderful hosts and stated that the General and his wife were very generous with their time and hospitality.

**10. ADJOURNMENT.** There being no further business to discuss, the Chairman adjourned the spring meeting of the 1996 Board of Visitors.



THAD COCHRAN  
United States Senate  
Chairman, United States Military  
Academy Board of Visitors



JOHN J. LUTHER  
Lieutenant Colonel, U.S. Army  
Executive Secretary  
United States Military Academy  
Board of Visitors

Enclosures

1. Agenda for April Meeting
2. Presentation Slides for Admissions Status
3. Information provided to members present prior to meeting
  - a. Annual Program Review of Academic Program Presentation Slides
  - b. Annual Program Review of Military Program Presentation Slides
  - c. World Wide Web Presentation Slides

**AGENDA  
 UNITED STATES MILITARY ACADEMY  
 BOARD OF VISITORS MEETING  
 21-22 APRIL 1996  
 SUPERINTENDENT'S CONFERENCE ROOM, TAYLOR HALL**

**SUNDAY, 21 APRIL**

1400-1445	Annual Program Review of Academic Program	BG Lamkin
1445-1530	Annual Program Review of Military Program	BG St. Onge
1530-1545	Break	
1545-1615	West Point Web Presence	Cadet Ring
1615-1630	Briefing re Ethics and Annual Filing of Confidential Financial Statement for Presidential Appointees	LTC Pottorff

**MONDAY, 22 APRIL**

<b>0800-0900</b>	<b>OPENING SESSION</b>	
	Call to Order	Senator Cochran
	Administrative Remarks	LTC Luther
	Chair's Remarks	Senator Cochran
	Approval of Organization Meeting Minutes	Board Members
	Remarks and Update from OSA	Mr. Barrett
	Superintendent's Remarks and Issues Update	LTG Graves
0900-0930	Class of 2000 Admission Status	COL Jones
0930-0945	Break	
0945-1015	Superintendent's Honor Review Committee Report	COL Hartle
1015-1030	Movement to Performance Enhancement Center	
1030-1130	Performance Enhancement Center Orientation/Demostration	MAJ Letner
1140-1230	Meet Cadet Escorts for Lunch, W.H.	LTC Luther
1230-1330	Round Table with Emerging Leaders, Class of 1997, W.H.	USCC
<b>1345-1530</b>	<b>AFTERNOON SESSION</b>	
1345-1400	Group Photo	T.A.R.
1400-1500	Round Table Discussion with Members of Company Honor Education Teams (CHET)	T.A.R.
<b>1500-1530</b>	<b>BOARD CLOSING SESSION</b>	
	Remaining Business	Board Members
	Discussion of Dates for Member Visits to Summer Training	Board Members
	Closing Remarks and Adjournment	Senator Cochran

ENCLOSURE 1  
to APPENDIX III



## USMA ADMISSIONS

### Agenda

- DAD Mission
- Counseling Theme
- Reorganization
- Management Review
- USMAPS
- Minority Recruiting
- Class of 2000
- Class of 2001

22 APRIL 1996



## USMA ADMISSIONS

### DAD Mission

- To enroll outstanding men and women each year who are motivated towards completion of West Point and a military career.
- To enroll a class of desired composition and diversity; scholars, leaders, athletes, Blacks, Hispanics, Women, and Soldiers.

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# USMA ADMISSIONS

## Counseling Theme

11th & 12th Graders

In considering college, take a good look at West Point. Start a file at the end of your Junior Year and apply for nominations.

Read about West Point and the role of the officer in the Army; force yourself to learn all there is to know about it. View all available films. Discuss the opportunities and challenges with graduates and cadets. Stick with the process or drop the idea based on factual information about USMA, the Army, selfless service as an officer, and yourself. Accept an offer of admission if:

- what West Point has to offer seems to be a good match for your abilities and aspirations,
- you have the desire to give the Army your best effort as an officer leading soldiers.

Do the same for the Army ROTC program at the civilian colleges to which you are applying.

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# USMA ADMISSIONS

## Admissions Geographic Regions

Far West Team

Northeast Team

Great Lakes Team

Southwest Team

Mid-Atlantic Team

Southeast Team

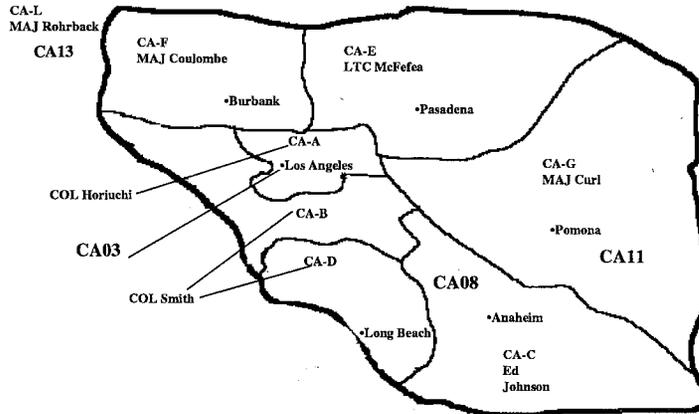
- Congressional Offices
- West Point Societies
- West Point Parent Clubs
- ROTC
- Army Posts

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# USMA ADMISSIONS

## Far West Region One: Greater Los Angeles



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# USMA ADMISSIONS

## Far West One Regional Summary

- Strengths:**
1. Excellent Closing ratio - 76% for last two years.
  2. FW01 brings in nearly half of California's yield.
- Weaknesses:** Need better production out of CA-D,E, &L
- Candidate Interest/Quality:** Good and steady. The Minority Outreach Officer should spend a third of his time right here in FW01.
- Budget:** Nearly half the state's budget is used in this region.
- Trends:** Good upward trend with enrollments
- Personnel:** LTC O'Doul is a very experienced Regional Coordinator, however this region has suffered some due to turnover in several zips.
- Overall Assessment:** This is California's strongest region and it needs to bring home half the bacon. It's not there yet.

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# USMA ADMISSIONS

## *Far West One Overview*

Data	1995	1996	1997	1998	1999	Remarks
Files Opened	340	413	424	506	434	
Qualified	64	72	69	66	76	
Nominated	125	129	134	166	135	
Interviews	103	126	115	143	117	
Offers	51	55	46	55	64	
Enrolled	34	41	34	42	49	Steady Upward, Good Closing %
USMAPS Acpts	5	2	3	4	4	
WPPSP Acpts					1	
Total Wkshps					8	
Field Force					6	
Educators					2	
# of LOs Assgn					8	Regional Coord. - LTC O'Doul

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# USMA ADMISSIONS

## *Far West One Budget*

Data	1995	1996	1997	1998	1999	Remarks
# of By-Invites					\$2,562.14	Six Events
Workshops					\$689.67	Two Workshops
AO Travel					\$92.00	
CPRC Travel					\$5,752.50	
College Fairs					\$10.00	
Enrolled					49	
Total					\$9,106.30	

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## USMA ADMISSIONS

### USMAPS Admissions

- New mission for USMA Admissions
- We now handle soldier files for USMA
- If a soldier is not qualified for USMA, automatically considered for USMAPS
- Expanded role for USMA Admissions in working with the Field Force, Posts, Camps, and Stations

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## USMA ADMISSIONS

### Minority Recruiting

- Philadelphia Efforts
- Urban League Program Shift
- Aggressive Early Decision/USMAPS Effort
- Outreach Program Importance
- First Offer
- Bump Up Quality of Minorities to USMAPS

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# USMA ADMISSIONS

## CANDIDATE DATA Class of 2000

	<u>Class of 2000</u>	<u>Class of 1999</u>	<u>Class of 1998</u>
<b>Files</b>	12,849 (2,132) (1,192)	12,387 (1,968) (1,172)	13,008 (1,998) (1,288)
<b>Nominated</b>	4,322 (690) (242)	4,453 (660) (295)	4,303 (644) (241)
<b>Qualified</b>	2,043 (320) (101)	1,991 (289) (103)	2,031 (311) (92)
<b>Offered</b>	1,452 (235) (96)	1,396 (209) (92)	1,347 (222) (83)
<b>Accepted</b>	672 (113) (32)	820 (111) (58)	775 (121) (43)
<b>Declined</b>	93 (10) (5)	124 (14) (8)	121 (23) (10)

Total (Women) (African-Americans)

22 APRIL 1996

As of 19 Apr 96



# USMA ADMISSIONS

## CANDIDATE DATA Class of 2001

### •PSAT Responses Class of 2001

-Total Mailed-99,125 (21 Mar 96)

-Total Responses-6,243 (6.2%)

- USMAPS
- WPPSP
- WWW

22 APRIL 1996

BEAT NAVY!



AND AIR FORCE!!

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ENCLOSURE 2  
to APPENDIX III

***ACADEMIC PROGRAM  
REVIEW AND ANALYSIS***

***USMA Board of Visitors***

***BG Fletcher M. Lamkin  
Dean of the Academic Board***

***21 April 1996***

as of 15 April 1996

22 APRIL 1996

***ACADEMIC PROGRAM***

***Overview***

***Program Planning and Assessment***

***Teaching and Faculty Development***

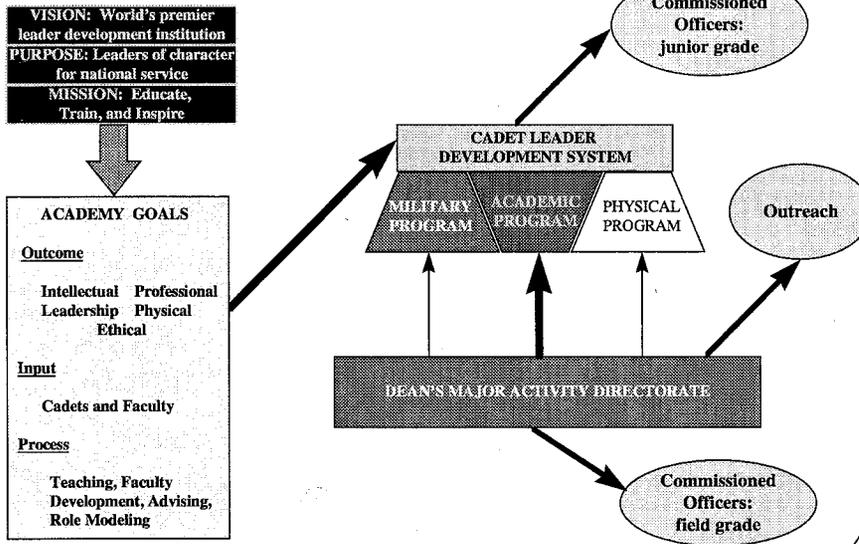
***Faculty Scholarship and Outreach***

***Resources***

***Major Initiatives***

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## OVERVIEW: LEADER DEVELOPMENT



22 APRIL 1996

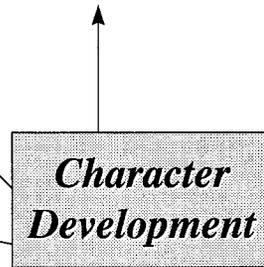
## OVERVIEW: SUPPORTING USMA GOALS

### Academic Program    Military Program    Physical Program

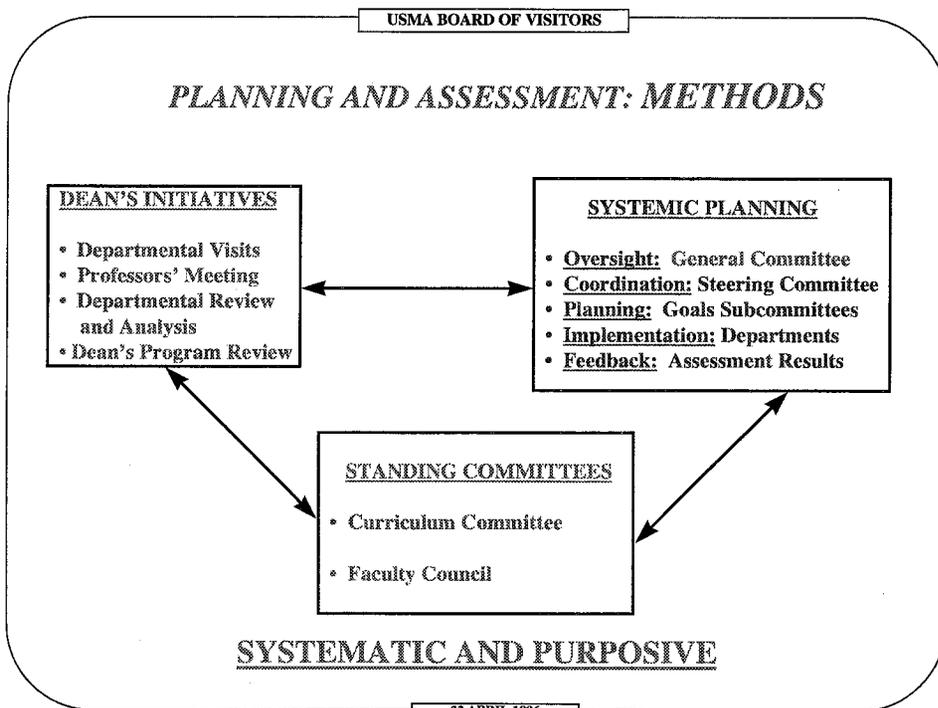
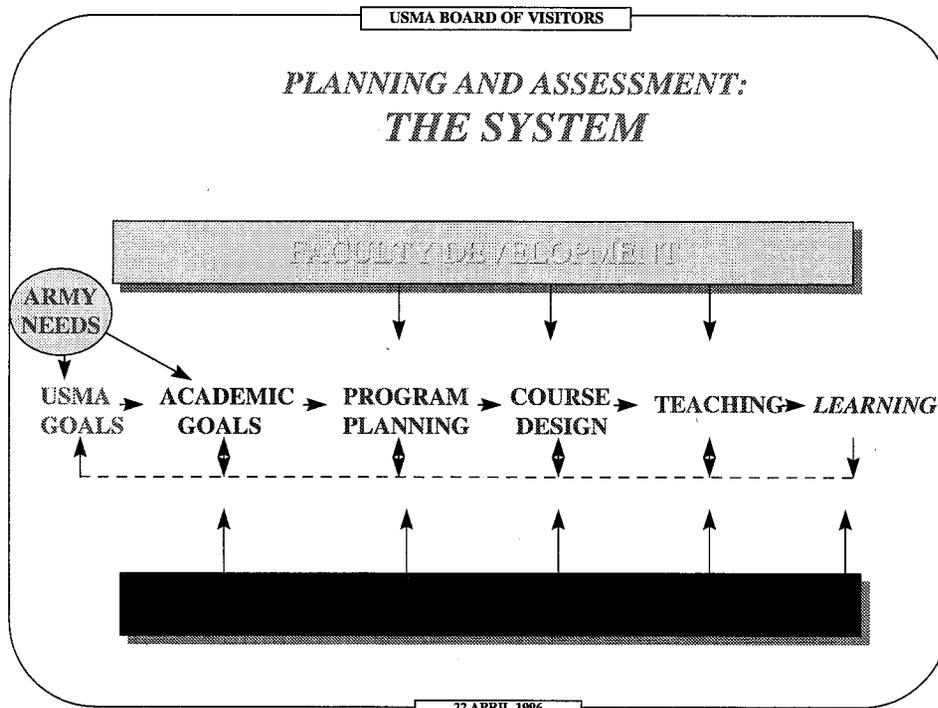
- 31 Core Courses
- 7 Engineering Sequences
- 27 Fields of Study
- 19 Optional Majors
- 432 Courses Taught
- 97 AIAD Offerings
  - CTE (19 BB/18WS/13Dept)
  - 2 Reading & Study Skills (700)
  - Peak Performance (291)
  - Academic Clubs
  - Conferences
  - Lectures
  - Counseling

- Summer Training (90)
- Intersession (160)
- CTE (USCC)
- CEP (325)
- CHET
- COET
- Mentorship
- CLDS Evaluations
- TOEP
- Tac for a Day
- Academic OC
- Club OIC

- CEP (1232)
- CTE (DPE)
- Officer Representative
- Role Model
- Fan

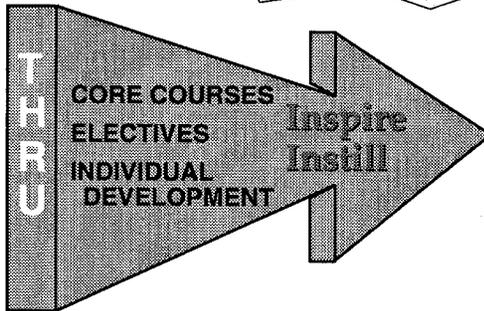


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## PLANNING AND ASSESSMENT: GOALS

*To enable graduates to anticipate and respond effectively to the uncertainties of a changing technological, social, political, and economic world*

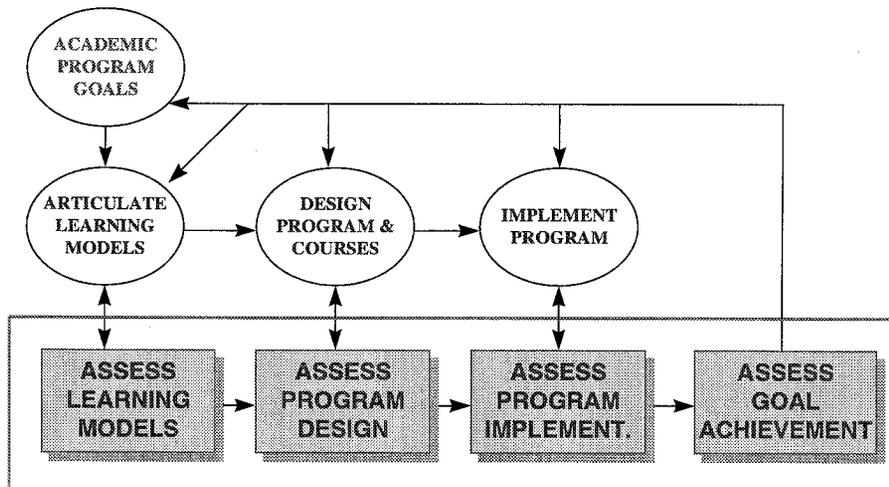


- Understand and apply the mathematical, physical, and computer sciences.
- Use the engineering thought process.
- Draw upon an appreciation of culture.
- Draw upon an appreciation of history.
- Understand patterns of human behavior.
- Communicate, especially in writing; evince clear, critical thinking.
- Demonstrate creativity and intellectual curiosity.
- Demonstrate moral awareness.
- Demonstrate commitment to continued educational development.

*Throughout a career as an officer of the Regular Army and for a lifetime of service to the nation.*

22 APRIL 1996

## PLANNING AND ASSESSMENT: ASSESSMENT MODEL



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**PLANNING AND ASSESSMENT:  
ASSESS DESIGN**

- **Goal Assessments:**
  - engineering thought process*
  - mathematical, physical, computer sciences*
  - cultural perspective*
  - historical perspective*
  - human behavior*
  - communications and critical thinking*
- **MSA Periodic Review Report, Summer '95**
- **ABET/CSAB '95-'96**

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**PLANNING AND ASSESSMENT:  
ASSESS IMPLEMENTATION**

- **Methods**
  - > *Self-Assessment*
  - > *Cadet Surveys*
  - > *Peer-Review*
- **Findings**
  - > *Strengths: Manageable load; Course organization; Faculty development; Computer use; Additional Instruction*
  - > *Improvements: Interdisciplinary integration of the core; Cadet preparation for class; Testing higher-level learning objectives; Academic counseling*

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**PLANNING AND ASSESSMENT:  
ASSESS OUTCOMES**

• **Methods:**

- > *Self-Assessment*
- > *Cadet Performance*
- > *Cadet Surveys*
- > *Graduate Surveys*

• **Findings (tentative):**

- > *Strengths: Cadet perceptions of goal achievement; Cadet satisfaction with their education; Performance in engineering design and on FE Exam*
- > *Improvements: Link embedded assessments to program goals*

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**PLANNING AND ASSESSMENT:  
ASSESSING THE ASSESSMENT**

• **Strengths:**

- > *Multiple sources; multiple levels*
- > *Faculty support for assessment*
- > *Coordination with Inst. Research*
- > *Integrated into curriculum planning*

• **Improvements:**

- > *Expand outcomes assessment techniques (ongoing)*
- > *Increase faculty expertise in assessment (CTE priority)*
- > *Coordinate assessment across levels*

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*TEACHING AND FACULTY DEVELOPMENT:  
PROGRAMS*

- ***Departmental-Level Programs***
  - > *New Instructor Faculty Development Workshops*
  - > *Continuing Faculty Development*
- ***Dean's Arriving Faculty Seminar***
- ***Center for Teaching Excellence***
  - > *Brown Bag Sessions*
  - > *Workshops*
  - > *Departmental Consultation*
- ***Research and Development in Education***
- ***Conferences in Education***

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*TEACHING AND FACULTY DEVELOPMENT:  
ASSESSMENT OF TEACHING*

- ***Strengths:***
  - > *High expectations*
  - > *High-quality cadet-faculty interaction*
  - > *Prompt feedback*
  - > *Small sections*
  - > *Dedicated teaching faculty*
  - > *Cadets are significantly more satisfied with quality of instruction than are students at other four-year institutions*
- ***Improvements:***
  - > *Increase active learning in class*
  - > *Increase attention to higher-level cognitive objectives*
  - > *Increase cadet preparation for class*
  - > *Vary teaching methods within courses*

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**FACULTY SCHOLARSHIP AND OUTREACH:  
VISION**

***Enhance cadet education through academic scholarship and outreach to the Army.***

- ***Centers of Excellence***
- ***Individual Faculty Scholarship***
  - > ***Senior Military Faculty***
  - > ***Civilian Title 10 Faculty***
  - > ***Rotating Faculty***

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**FACULTY SCHOLARSHIP AND OUTREACH:  
OVERVIEW**

- ***# of Army/DOD Projects per Year: 150***
- ***# of Faculty Supporting per Year: 250***
- ***# of Cadets Involved per Year: 300***
- ***Outreach Budget per Year: \$2 million***
- ***Cost Benefit to the Army: 2 to 10 Times the Funds Invested (\$4 million to \$20 million)***

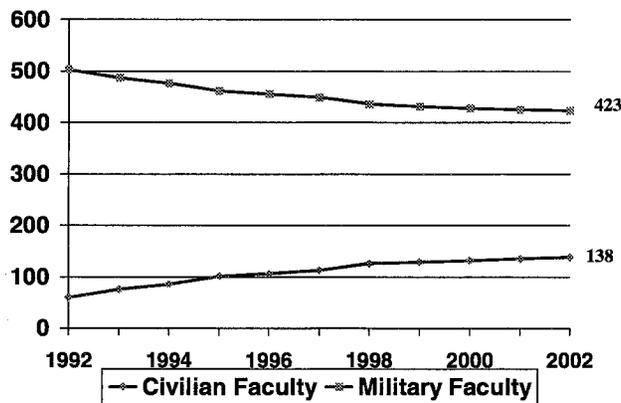
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### FACULTY SCHOLARSHIP AND OUTREACH: RESEARCH AREAS

- *Digital Topography*
- *Leadership*
- *Military History*
- *Materials*
- *Civil and Environmental Engineering*
- *Photonics*
- *Enhanced Language Learning*
- *International Relations*
- *Joint Warfare*
- *Language Instruction*
- *Operations Research*
- *Acoustics*
- *Artificial Intelligence*
- *Enhanced Performance*
- *Mathematical Science Applied Analysis and Research*
- *Service Role in Society*
- *Learning and Teaching*

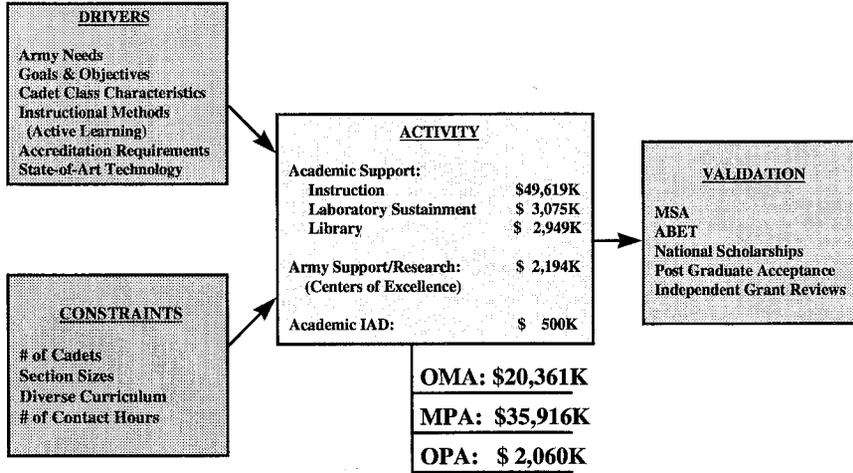
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### RESOURCES: FACULTY TRANSITION



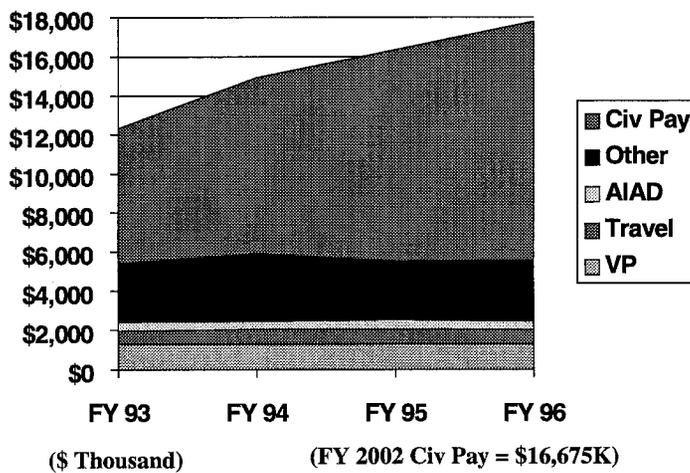
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### RESOURCES: FINANCES



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### RESOURCES: OMA BUDGET



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## RESOURCES: ISSUES

### PERSONNEL

- Senior Military Faculty (FA 47)
- Rotating Military Faculty
- Civilian Faculty Integration

### FINANCIAL RESOURCES

- Stabilize Civilian Work-year/End-strength
- Summer Faculty Employment Funding
- Decrement of POM FY 98-03

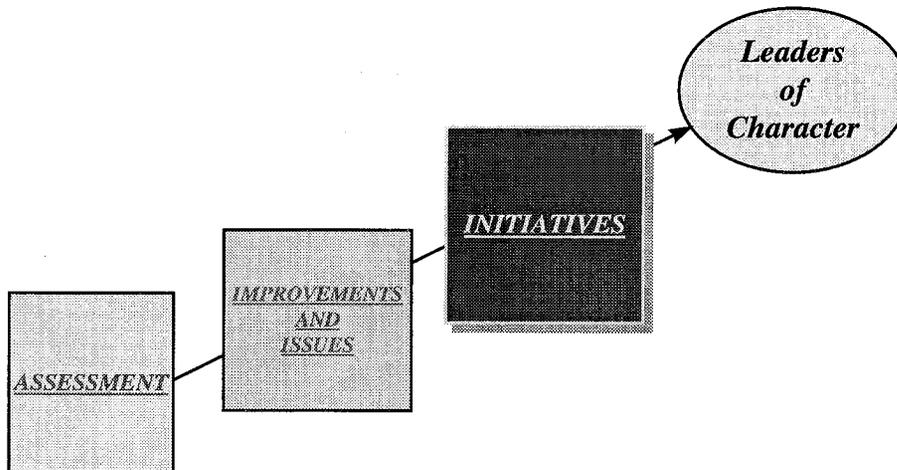
FACILITIES Repairs and Upgrades must receive Higher Priority

### COMPUTERS

- Keep faculty computers on par with cadets'
- Too few computer support personnel
- Departmental enthusiasm for WWW

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## MAJOR INITIATIVES: CONTINUITY AND DIRECTION



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**MAJOR INITIATIVES:  
5-YEAR PLAN**

- *Integrating the core curriculum around interdisciplinary goals*
- *Implementing the assessment system*
- *Exploiting technology to enhance learning outside the classroom*
- *Increasing active learning in the classroom*
- *Preserving high-quality senior military faculty*
- *Integrating civilian faculty*
- *Upgrading facilities*
- *Upgrading information management systems*

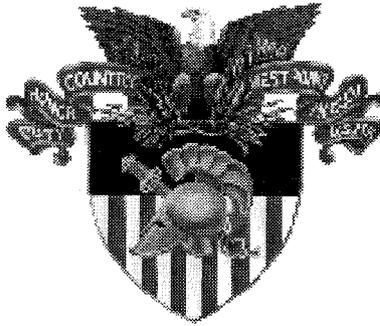
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**SUMMARY**

- *VISION: premier academic program at world's premier leader development institution*
- *WHY?*
  - Academic Program----->21st Century Army Leaders*
- *WE ARE DOING A GREAT DEAL TO:*
  - Educate cadets*
  - Support other cadet development programs*
  - Develop faculty*
  - Support the Army*
- *MAJOR INITIATIVES----->IMPROVEMENTS*

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USMA BOARD OF VISITORS

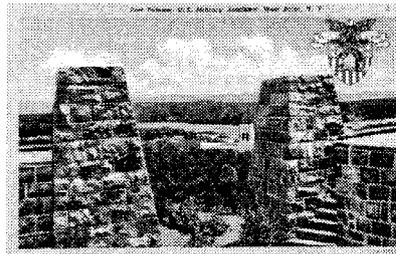


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ENCLOSURE 3. a.  
to APPENDIX III

# Annual Program Review of the Military Program

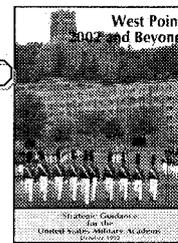
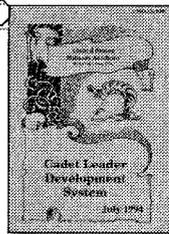
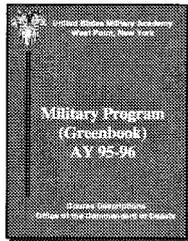
## AY 95-96



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## Purpose

- To present the Commandant's Annual Program Review of the Military Program



### References

*West Point; 2002 and Beyond*  
*USMA Cir 1-101, CLDS*  
*Military Program (Greenbook)*

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ENCLOSURE 3. b.  
to APPENDIX III

## ***Agenda***

- **Program Overview**
  - ◆ **Goals**
  - ◆ **Components**
- **Assessment & Initiatives by Component**
- **Summary**

22 APRIL 1996

## ***Military Program Goals***

- **Provide a broad basic military education and training in individual and small unit skills.**
- **Contribute to developing self-discipline and mature judgment**
- **Provide leadership opportunities through sequential, progressive, four year process**
- **Contribute to moral-ethical development**

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## Major Components

### Military Training

- Cadet Basic Training (CBT)
- Cadet Field Training (CFT)
- Cadet Advanced Training (CAT)
  - 2nd Class Detail at West Point or Field Army (DCLT or CTLT)
  - 1st Class Detail at West Point or Field Army (CTLT)
  - Military Individual Advanced Development (MIAD)

### Cadet Professional Development

- Consideration of Others (Human Resource)
- Leader Training
- Honor
- Conduct
- Duty Concept

### Military Development

### Military Science

- Military Heritage/Professionalism
- Tactics/Military Knowledge & Skills
- Military Ethics

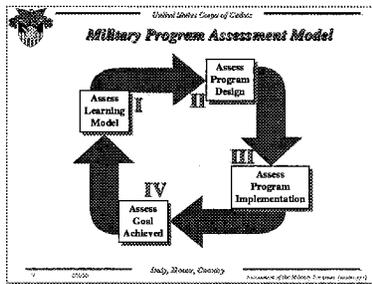
### Military Environment

- Chain of Command Duty Position
- Drill and Ceremonies
- Military Lifestyle/Discipline
- Extracurricular Activities
- Cadet Leader Distribution

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## Assessment Methodology

- Summer Training AARs
  - ◆ - CBT - CFT -AA -SGR
- Military Intersession AAR
- Cdr's and Staff Observations
- Commandant's Sensing Sessions
- SHRC Report
- 1st Class Survey
- Regs Review
- Peer Review (TACs/RTOs)
- Exchange Cadet AARs
- COAC / ADDIC Committee Reports
- Cadet Professional Development AARs
- Disciplinary actions



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## ***Military Training - Assessment -***

- Meeting goals across all classes by preparing...
  - ◆ 1st Class to run the Corps
  - ◆ 2nd Class to perform as Cadet NCO's
  - ◆ Third Class Cadets transition to Team Leaders
  - ◆ New Cadets to become Cadets
- Continue Cadet Field Training integration of combined arms
- Impact of world events having minor effects on Cadet Advanced Training -96

### ***Military Training***

- Cadet Basic Training (CBT)
- Cadet Field Training (CFT)
- Cadet Advanced Training (CAT)

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## ***Military Training - Initiatives -***

- Cadet Field Training
  - ◆ Maneuver Light (combined arms integration)
  - ◆ RECONDO
- Impacts of Army Support
  - ◆ 10th Mountain Task Force: on track
  - ◆ Engineers: no ribbon bridge
  - ◆ CTLT: shifts based on 1st AD deployment/Bosnia
  - ◆ Limited Reserve Component availability
- DCLT/CTLT shift
  - ◆ Cadet Advanced Training - 96
    - DCLT: reduced by 50%
    - CTLT: increased by 50%

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### ***Cadet Professional Development - Assessment -***

- “Commandant’s Hour” load is heavy
- Company Honor Education Teams (CHETs): faculty participation is balanced and valuable
- Consideration of Others Education Team (COET): voluntary program
- COET and CHET conferences provide excellent preparation
- Quality of instruction improved
- Honor Survey says we are on track
- Branching - enhance cadet branch decision making

***Cadet Professional Development***  
- Consideration of Others)  
- Leader Training  
- Honor  
- Conduct  
- Duty Concept

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### ***Cadet Professional Development - Initiatives -***

- **Branching**
  - ◆ Execute during Fall based on 6 semesters and summer training
  - ◆ Assignments based on 7 semesters
  - ◆ Careers (promotion sequence) based on 8 semesters
- **Review Commandant’s Hour “load”**
  - ◆ Increase relevance; reduce redundancy
  - ◆ Provide for cadet instructor preparation
  - ◆ 2nd Class targeted for more useful Branch information
- **Review cadet knowledge requirements**

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## ***Military Science*** **- Assessment -**

### ● **Military Intersession**

- ◆ **MS102 / 202 / 302**
  - Continue to provide critical foundations
  - Well presented by 84th DIV (Reserve) personnel, staff & faculty
- ◆ **MS402 - "Tools of the Trade"**
  - Changes made have been well received
- ◆ **Instructor identification and preparation key to success**

#### ***Military Science***

- Military Heritage/ Professionalism
- Tactics/Military Knowledge & Skills
- Military Ethics

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## ***Military Science*** **- Initiatives -**

- **Integration of scenarios between MS102 - CFT**
  - ◆ Link Map Reading to terrain used in CFT combined exercise
- **MS301C - Curriculum review to increase 3rd Class knowledge**
- **MS302**
  - ◆ Improve Operation Orders
  - ◆ Improve JANUS (simulation) exercise
- **MS402 improve scenario**
  - ◆ Realistic story line--link to actual unit in the field

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## ***Military Environment*** **- Assessment -**

- **Extracurricular activities**
  - ◆ Robust program... diversity of clubs and activities
  - ◆ Must be in harmony with program goals
- **Discipline**
  - ◆ Alcohol/Drugs
  - ◆ Sexual misconduct
  - ◆ Senior-subordinate relations
- **Barracks are a safe and disciplined place to live**

<b><i>Military Environment</i></b> <ul style="list-style-type: none"><li>- Chain of Command Duty Position</li><li>- Drill and Ceremonies</li><li>- Military Lifestyle/Discipline</li><li>- Extracurricular Activities</li><li>- Cadet Leader Distribution</li></ul>
---

22 APRIL 1996

## ***Military Environment*** **- Initiatives -**

- **Cadet Chain of Command**
  - ◆ Emerging Leaders selected for the summer details
  - ◆ Alignment of cadet and USCC staffs
- **Spirit Plan for Academic year 96/97**
- **Preparation of Class of '97 for Corps leadership**
- **Internal review of DCA program:**
  - ◆ Extracurricular activities
  - ◆ Contributions to cadet leader development
  - ◆ Integration with program goals
- **Regulations (Blue Book) review**

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### Evaluation of Cadets in the Military Program

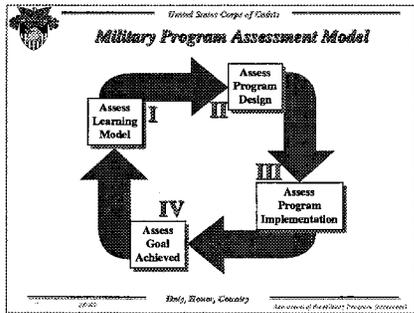
- Performance in assigned duty positions
  - ◆ Evaluated utilizing the 12 leader dimensions
  - ◆ 16 formally evaluated activities
    - 12 Military Development Activities (MD100-MD402)
    - 4 Military Science courses
- Studied in detail last year
  - ◆ Maintain forced distribution of grades in MD
    - Revisit in future
  - ◆ "Petition option" for special circumstances

#### Leader Dimensions

- ◆ Duty Motivation
- ◆ Military Bearing
- ◆ Teamwork
- ◆ Influencing Others
- ◆ Consideration of Others
- ◆ Planning & Organizing
- ◆ Delegating
- ◆ Supervising
- ◆ Developing Subordinates
- ◆ Decision-Making
- ◆ Oral & Written Communication
- ◆ Professional Ethics

### Assessment Initiative

- Assessment System of the Military Program
  - ◆ Identified as a shortfall during AY 94-95 program review
  - ◆ Model formulated ... based on Academic Program
  - ◆ Formalizing process within resource constraints



## *Summary*

- **Contributing to Academy goals**
- **Assessment System major challenge**
  - ◆ **Resources**
  - ◆ **Complexity**
- **Resource issues**
- **Greenbook is a “living document”**

22 APRIL 1996

# World Wide Web at USMA

Board of Visitors  
22 April 1996  
CDT Benjamin Ring, '96

22 APRIL 1996

# Agenda

- Introduction to the World Wide Web
- Admissions and attracting prospective cadets
- Cadet usage
- Association of Graduates

22 APRIL 1996

## What is the Internet?

- Internet => Data communication  
Phone Network => Voice communication
- Each computer network line connects to the USMA Network (Local Area Network).
- The entire USMA Network then connects to the outside world.
- Connect all LANs together = Internet.
- All computers have a unique address.

22 APRIL 1996

## The Internet & the "Web"

- World Wide Web  
One way to gain access to the Internet.
- "Surfing the net"  
Connect to *web pages* on the Internet and link  
to other locations around the world.
- Increasingly Growing  
Rate of growth: 1000 new locations every day.

22 APRIL 1996

## Netscape Demonstrations

- USMA Home Page
- Virtual Tour of West Point
- Admissions
- Cadet Use
  - Academic
  - Military
- Association of Graduates

22 APRIL 1996

**SUMMARIZED MINUTES  
1996 BOARD OF VISITORS MEETING  
NOVEMBER 8, 1996  
WEST POINT, NEW YORK**

**1. MEETING CONVENED.** A meeting of the 1996 United States Military Academy Board of Visitors was convened by the Chair, Honorable Thad Cochran, at 8:20 a.m., November 8, 1996, in the Superintendent's Conference Room, Taylor Hall, United States Military Academy, West Point, NY.

**2. ADMINISTRATIVE REMARKS.** Senator Cochran welcomed all those present to the November meeting of the Board of Visitors. The Chair congratulated Lieutenant General Christman on his assuming the duties of Superintendent of the United States Military Academy at West Point and wished him success as he undertakes these important responsibilities. The Chair called upon the Executive Secretary for administrative remarks:

- a. LTC Luther announced for the record those present at the meeting.

Honorable Thad Cochran  
Honorable Herb Kohl  
Honorable John M. McHugh  
Mr. Carroll W. Conn  
Dr. Mady Wechsler Segal  
Mr. Robert Lyford

(Honorable James H. Bilbray, Mr. Jeffrey Smith, and Honorable Sue Kelly arrived later after the start of the meeting.)

b. Also present at the meeting were: Mr. Joel B. Hudson, Office of the Administrative Assistant to the Secretary of the Army; Lieutenant General Daniel W. Christman, Superintendent; Brigadier General Robert J. St. Onge, Commandant of Cadets; Brigadier General Fletcher Lamkin, Jr., Dean of the Academic Board; Colonel Stephen Winsor, Chief of Staff; Mr. Daniel J. Smyczek, Legislative Aide to Senator Herb Kohl; Colonel Randy Bookout, Office of Congressional Liaison; Lieutenant Colonel Lemnitzer, United States Military Academy Desk Officer of the Deputy Chief of Staff for Personnel; Colonel P. A. Toffler, Director, Policy, Planning, and Analysis; Major Vincent A. McDermott, Aide-de-Camp to the Superintendent; Lieutenant Colonel John J. Luther, Executive Secretary to the Board; Captain John Cornelio, Public Affairs Office; Mrs. Donna Scalone, Administrative Officer for the Board; Mrs. Gail Luster, Office of the Secretary of the General Staff; Mr. Craig F. Gaines, Directorate of Information Management; Ms. Angela Francios, Directorate of Information Management; and Mr. Wayne Hall, representing *The Times Herald Record* of Middletown, New York.

APPENDIX IV

c. Lieutenant Colonel Luther advised the Chair that a quorum was present under the Rules of the Board and a copy of the meeting Agenda and supporting material were at each member's place.

**3. CHAIRMAN'S REMARKS.** Senator Cochran welcomed all the members of the Board of Visitors to the meeting and expressed appreciation to all the staff members present who would help the Board members understand the issues and brief on matters of importance to the Board's review and responsibilities.

**4. REMARKS BY REPRESENTATION OF SECRETARY OF THE ARMY.** The chair called upon Mr. Joel B. Hudson, Office of the Administrative Assistant to the Secretary of the Army. Mr. Hudson expressed the Secretary of Army's appreciation of the contributions of the Board and that of the United States Military Academy. Mr. Hudson stated that there are four initiatives begun at the Army staff level. These initiatives may or may not make it to the floor of Congress because alternatives may be developed. However, Mr. Hudson wanted to apprise the Board on the ongoing initiatives.

- A provision to allow the Superintendents at all Service Academies to place cadets on involuntary leave pending separation. The involuntary leave would be without pay in matters, where for disciplinary or academic reasons, the cadet is being separated. Now, until the separation has actually occurred, pay cannot be suspended. The separation process can take several months. This initiative would, therefore, save the taxpayer money.
- A provision to allow Service Academies to exempt civilian professors from the provisions of Title V, U.S Code. This would allow hiring without set pay and restrictions under the civil service regulations. Under current conditions professors need to maintain certain records contrary to what professors at non-service universities are expected to maintain.
- A provision to allow Service Academies to accept grants on a competitive basis and to pursue those grants that further research projects and other academic studies.
- Another initiative that the Secretary of the Army is concerned about is Impact Aid for the local community which is a particularly unique problem to West Point.

Mr. Hudson asked the Board members to support these initiatives if they make it into Congress.

**5. SUPERINTENDENT'S REMARKS AND ISSUES UPDATE.** The chair called upon Lieutenant General Christman for his update to the Board on issues ongoing at the Academy during his first few months at West Point.

a. The Superintendent echoed comments from his staff that the Academy is thrilled to have the Board members present and appreciates the members taking time from their enormously demanding schedule to be at West Point.

b. Lieutenant General Christman briefed the Board using the slides at enclosure 2. The following topics were discussed by the Superintendent: adherence to “Bedrocks” I & II (integrity and respect for others); United States Military Academy (USMA) budgeting requirements; initiation of a comprehensive review of the academic program; programs to ensure the United States Military Academy is embedded in America’s Army; and reengage the United States Military Academy with the local community. A discussion followed concerning these topics.

- “Bedrocks” I & II. The Superintendent noted that this is an important area he is focusing on since the Academy’s purpose for existence is to produce leaders of character. These two Bedrocks of integrity and respect for others comprise the character/leader development model.
- USMA Budgeting Requirements. The Superintendent noted that this is the most significant challenge facing West Point. West Point is taking its fair share of budget cuts but must not ignore its important mission with respect to leadership production. The Superintendent discussed his concern with the Military Academy’s physical development facilities and its very sad state of repair. The Arvin Cadet Physical Development Center is the center for the Academy’s physical development program. This program instills the notion of a lifetime of commitment to physical development and excellence.
- Other West Point Reviews. The Superintendent at this point discussed arranging for outside observers to come to West Point to look at systems for honor instruction, honor application, and the entire operation of the honor system to evaluate how well the Academy is doing. In addition, the Superintendent stated that he established an advisory council on women’s issues. This council will include cadets, officers, enlisted personnel, civilians, both living on and off base, and include combat units as well as support personnel. It will be as broad a reflection of the West Point community as he can insure from a gender standpoint.

**6. DEAN OF THE ACADEMIC BOARD’S UPDATE.** Brigadier General Fletcher Lamkin, Jr. briefed the members of the Board of Visitors on the United States Military Academy’s academic program highlights.

- Six programs in engineering are expected to be fully accredited through the Accrediting Board for Engineering and Technology (ABET): Mechanical Engineering, Civil Engineering, Electrical Engineering, Environmental Engineering, Systems Engineering, and Engineering Management.

- The Computer Science Accreditation Board (CSAB) visited West Point this fall and like ABET West Point expects to be fully accredited by this agency when their final report is written.
- Secretary Warren Christopher visited the Academy and lectured to the Corps of Cadets on combining diplomacy and force to advance America's interests and ideals. He also met with cadets competing for scholarships.
- Dr. Jay Gould, an eminent evolutionist, presented a stimulating lecture to the cadets on "The Meaning of Freedom" as part of the Sol Feinstone Lecture Series.
- A number of the Academic Board's Assessment Initiatives were highlighted:

(1) An assessment of four program goals began last year in communications, history, human behavior, and math-science-technology. This is a two-year process. The first year, learning models were developed. The second year the Academy will assess how well cadets are actually doing in the programs.

(2) USMA is beginning a two-year process in the development of goal papers and learning models for three program goals: moral awareness, curiosity and creativity, and educational development. By the end of Academic Year (AY) 96-97, USMA will complete goal papers and they will be staffed and approved by the Academic Board. Starting in AY 97-98, USMA will begin assessing these goals and expects completion by the time of the Middle States reaccreditation visit in the fall of 1999.

(3) West Point is looking at the total picture at West Point--all programs which contribute to the development of a cultural perspective. USMA is identifying ways to integrate the study of domestic and foreign cultures into the curriculum.

**7. COMMANDANT OF CADETS' UPDATE.** Brigadier General Robert J. St. Onge briefed the members of the Board of Visitors on military training and Reserve Officer Training Corps (ROTC) interaction.

- The military program during the academic semesters consists of the Corps of Cadets living within the context of the military unit, chain of command, and leadership development, but little to what would be recognized as military training.
- The Academy has two periods where military training is the foremost—in the summertime and in the period called intercession which is a two-week period between the two academic terms. During these periods core pre-commissioning required courses in military science are taught.

- The junior classes continued to do well. The attrition rate for new cadet training has been the lowest since USMA's been keeping records. The yearlings, after their summer training at Camp Buckner, returned to West Point extremely positive and launched into their sophomore year (yearling year) really doing a tremendous job as team leaders.
- During the summer, West Point participated in outreach to ROTC:

(1) The Superintendent and Commandant of Cadets visited both the advance camp at Fort Bragg and the basic camp at Fort Knox.

(2) During the summer, ROTC units are invited to participate in air assault school training along with USMA cadets. This course is conducted at Camp Smith, a New York National Guard facility, and conducted by invited training teams from Army units.

(3) ROTC units were invited to field teams in the annual Sandhurst competition.

(4) West Point is coordinating with ROTC command to establish an opportunity for them to participate along with USMA yearling cadets in what is called mounted maneuver training at Fort Knox during summer training. This would be a great opportunity for West Point to interact in training with ROTC cadets.

(5) There are various conferences, some hosted here, some hosted at other universities where West Point sends cadets or ROTC students are sent to West Point to participate in leader development conferences.

(6) The Military Academy has been asked by the Citadel to assist them in their integration of women into their school. The Citadel is eager to learn from the Academy's experiences. This is a university outreach along with an ROTC-West Point connection.

**8. SUPERINTENDENT'S REMARKS AND ISSUES UPDATE CONTINUED.** The Superintendent continued his update briefing to the members of the Board of Visitors.

- Reengage the United States Military Academy with the Local Community. To outreach the local community, West Point established in September 1996 a Community Relations Council which is co-chaired by the Mayor of Highland Falls/Ft. Montgomery and the Superintendent of the United States Military Academy. The local community has also been added to the West Point 2002 Bicentennial Planning Group. Efforts by all those who helped secure funding for Impact Aid, along with the distribution of Impact Aid funds, has helped to foster improve community relations.
- Intercollegiate Sports Program. The Superintendent briefly discussed the Intercollegiate Sports Program and mentioned some of his concerns pertaining to this Program.

- Overall Condition of Program Facilities. The Superintendent rendered his assessment that West Point is in good shape in regard to funding its programs and facilities pertaining to its moral and ethical program and the academic program. The Superintendent noted that he is less optimistic in regard to West Point's military and physical program facilities. Lieutenant General Christman discussed problems with facilities and funding challenges facing West Point and possible solutions.

**9. APPROVAL OF MINUTES OF PREVIOUS MEETING.** A change was noted to substitute a word in one sentence of the minutes of the April 22, 1996 Board of Visitors meeting. There being no further suggestions for changes, the minutes were approved.

**10. APPROVAL OF ACTIONS TAKEN IN RESPONSE TO THE 1995 RECOMMENDATIONS OF THE BOARD.** The Board next considered USMA's responses to their Recommendations in the 1995 Annual Report. A copy of the Summary of Actions taken by USMA was provided the Board in the meeting read ahead packet. Following a discussion in which specific questions by Board members were addressed, the report on actions taken in response to the 1995 Recommendations of the Board was accepted.

**11. EDIT OF FIRST DRAFT OF THE ANNUAL REPORT FOR 1996.** The next item on the agenda was the preparation of a report of activities for 1996. Following discussion in which specific questions by Board members were addressed and following deliberation and editing, the Board reached agreement on the first revised draft of the report. The Board acknowledged Honorable Herb Kohl's letter regarding the Arvin Cadet Physical Development Center. Also, three additional Specific Conclusions and Recommendations were added to the Annual Report on the following topics: Infrastructure Revitalization Program, Faculty Structure, and Outside Assessment.

**12.** The Board moved to the Arvin Cadet Physical Development Center where they were provided a tour of the facilities. After this tour, the Board met with cadets for lunch at the Cadet Mess, followed by a cadet leadership round table discussion.

**13. AFTERNOON SESSION.** The Board reconvened in business session to address the remaining agenda items.

**14. DIRECTOR OF INTERCOLLEGIATE ATHLETICS PROGRAM BRIEF.** Colonel (Retired) Albert R. Vanderbush briefed the Board on the Intercollegiate Athletic Program using the slides at Enclosure 3. Colonel Vanderbush stated intercollegiate athletics is a very integral part of the cadet developmental process at the Military Academy. Some of the areas Colonel Vanderbush briefed on were: a leader development model; USMA's physical program goals; program mission; intercollegiate program process objectives; program outcome goals; developing cadet excellence through participation in intercollegiate athletics; cadet-athlete graduation rates; objective to compete in National Collegiate Athletic Association (NCAA) Division 1 (Football 1A);

recruiting student athletes with high potential for success as cadets and athletes; resources, revenues, and expenses; athletic facilities; maintaining gender equity; conforming to the highest ethical and compliance standards; and the future outlook.

**15. COMMANDANT OF THE UNITED STATES MILITARY ACADEMY PREPARATORY SCHOOL (USMAPS) PROGRAM BRIEF.** Colonel Rickey Kolb, the Commandant of the United States Military Academy Preparatory School (USMAPS), briefed the members of the Board of Visitors on the School's program using the slides at Enclosure 4. He stated that this is a significant year for the school; i.e., the 50<sup>th</sup> anniversary. He went on to state that over those fifty years, the purpose and mission of the school has stayed essentially the same. That mission is to provide the appropriate academic, military, and physical instruction for admission to and graduation from USMA. Colonel Kolb discussed: the USMAPS' organization; the input, process, and outcome goals; how the USMAPS candidates are selected; class composition; the breakout of the academic year; the distribution of Scholastic Aptitude Test (SAT) scores for entering candidates; academic curriculum; the student success course; military instruction; physical education; extracurricular programs; and USMAPS to USMA admissions.

**16. EDIT OF THE SECOND DRAFT OF THE 1996 ANNUAL REPORT.** The Board reviewed the second draft of the annual report. Following deliberation and editing, the Board reached agreement on the second draft of the report. A motion, with no objection, to strike the last sentence of paragraph 7.b.(1) Conclusion: Arvin Cadet Physical Development Center was noted. The Board deliberated and edited the Specific Conclusions and Recommendations of the Report. The Board also addressed an additional Conclusion and Recommendation on the topic of Impact Aid for Highland Falls.

**17. DIRECTOR OF ADMISSIONS UPDATE.** Colonel Michael Jones, the Director of Admissions, reported to the Board on the Class of 2001 admissions status and other issues using the slides at Enclosure 5. Colonel Jones briefly discussed the Admissions' mission and the desired composition goals for the incoming classes. He further discussed the size of the recruiting pool, recruiting methods, and the number of minority cadets enrolled in the Class of 2000. He stated that West Point has no problem meeting class composition goals except for meeting minority population goals. Colonel Jones went on to discuss what USMA is doing to meet the challenge of recruiting minorities. Other admissions data for the Classes of 1997-2000 were presented to the Board. Also presented to the Board was a Class of 2001 summary as compared to the Class of 2000.

**18. EDIT OF THE THIRD DRAFT OF THE 1996 ANNUAL REPORT.** The Board reviewed the third draft of the 1996 Annual Report. Following deliberation and editing, the Board reached agreement on the revised draft of the report. The Board noted it strongly recommends the Department of Defense and the President support funding of the Arvin Cadet Physical Development Center in addition to the Department of Army. Senator Kohl's letter concerning the Arvin Cadet Physical Development Center, previously acknowledged by the Board, was added to the Annual Report as an addendum.

The 1996 Annual Report was approved as amended.

**19. 1997 ORGANIZATIONAL MEETING.** The Board next considered dates for the organizational meeting in 1997 in Washington, D.C. The Board members selected Wednesday, February 19, 1997, as the date for the Organizational Meeting.

**20. ADJOURNMENT.** There being no further business, the Chairman adjourned the Annual Meeting of the 1996 Board of Visitors at 4:20 p.m.



THAD COCHRAN  
United States Senate  
Chairman, United States Military  
Academy Board of Visitors



JOHN J. LUTHER  
Lieutenant Colonel, U. S. Army  
Executive Secretary  
United States Military Academy  
Board of Visitors

Enclosures

1. Agenda for November Meeting
2. Presentation Slides for Superintendent
3. Presentation Slides for Director of Intercollegiate Athletics
4. Presentation Slides for Commandant, United States  
Preparatory School
5. Presentation Slides for Director of Admissions

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

**FRIDAY, 8 NOVEMBER 1996**

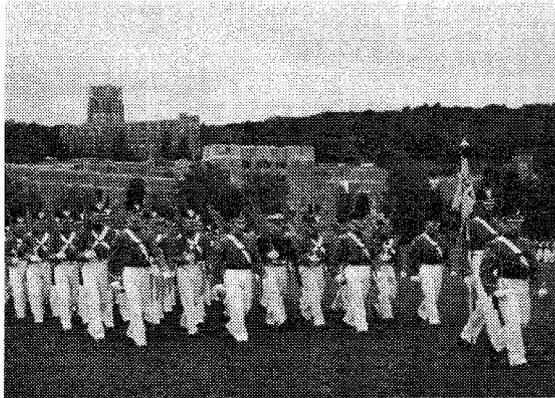
0800-1130	MORNING SESSION	
0800-0930	OPENING SESSION	
	Call to Order	Senator Cochran
	Administrative Remarks	LTC Luther
	Chair's Remarks	Senator Cochran
	Update by Administrative Assistant to Secretary of the Army	Mr. J. B. Hudson
	Remarks and Issues Update by Superintendent	LTG Christman
	Approval of April Meeting Minutes	Board Members
	Review of USMA Response to 1995 Report Recommendations	Board Members
0930-0945	Break	
0945-1015	First Edit, Draft of Annual Report	Board Members
1015-1030	Enroute to Arvin Cadet Physical Development Center	
1030-1130	Tour Arvin Cadet Physical Development Center	COL Anderson/COL Colacicco
1240-1325	Round Table Discussion with Cadet Leadership	USCC
1345-1630	AFTERNOON SESSION	
1345-1350	Group Photo	Board Members
1350-1415	Second Edit, Draft of Annual Report	Board Members
1415-1445	United States Military Academy Preparatory School (USMAPS)	COL Kolb
1445-1515	Intercollegiate Athletic Program Brief	COL Vanderbush
1515-1530	Admissions Update Class 2001 Status	COL Jones
1530-1545	Break	
1545-1600	Final Approval and Signature, Annual Report	Board Members
1600-1630	CLOSING SESSION	
	Discussion/Planning for 1997 Organizational Meeting and related Issues	Board Members
	Closing Remarks	Senator Cochran
	Adjournment	

Enclosure 1  
to Appendix IV



United States Military Academy

# BOARD OF VISITORS



**WEST POINT**  
**8 November 1996**

Prepared by:USMA, OPA, 29 Oct 96

*Duty, Honor, Country*

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United States Military Academy

## TO DO -- 1ST SIX MONTHS

★ VALIDATE ADHERENCE TO "BEDROCKS" I & II

★ REVIEW/CONFIRM USMA MINIMUM BUDGETING REQUIREMENTS

★ INITIATE COMPREHENSIVE REVIEW OF ACADEMIC PROGRAM

★ REVIEW INTERCOLLEGIATE SPORTS PROGRAM

★ ENSURE USMA EMBEDDED IN AMERICA'S ARMY

★ REENGAGE USMA WITH LOCAL COMMUNITY

Prepared by:USMA, OPA, 29 Oct 96

*Duty, Honor, Country*

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Enclosure 2  
to Appendix IV



*Purpose: To provide the nation with leaders of character who serve the common defense.*

*Mission: To educate and train the Corps of Cadets so that each graduate shall have the attributes essential to professional growth throughout a career as an officer of the Regular Army and to inspire each to a lifetime of service to the Nation.*



# **“To Do” List**

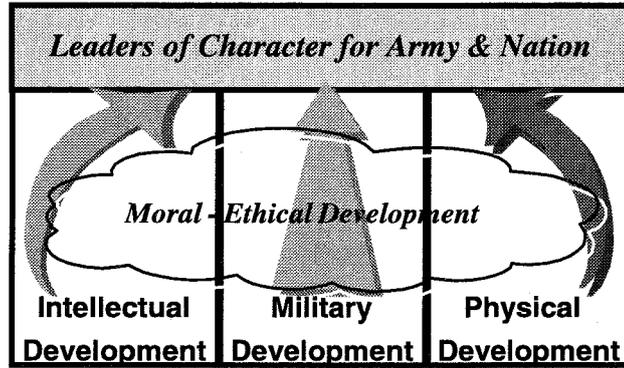
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## **“BEDROCK VALUES”**



United States Military Academy

# West Point Experience



Prepared by:USMA, OPA, 29 Oct 96

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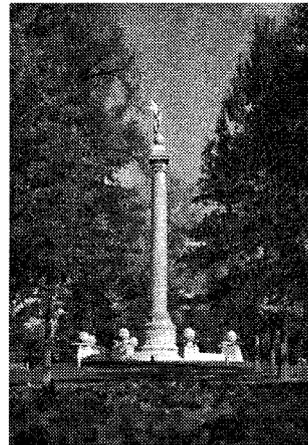
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United States Military Academy

*“‘Bedrock One’ and ‘Bedrock Two’ -- phrases which incorporate the values of ‘Integrity’ and ‘Respect’ -- are what make West Point the recognized national treasure it is.”*

Change of Command  
24 June 1996



Prepared by:USMA, OPA, 29 Oct 96

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to Appendix IV



# VALIDATE ADHERENCE TO "BEDROCKS" I & II

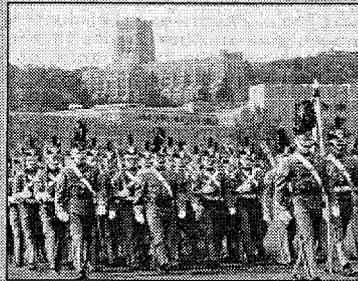
- CONTINUE TO BE ENCOURAGED BY CADET ADHERENCE TO BEDROCK ARMY VALUES
- TIME FOR AN OUTSIDE LOOK AS WELL
  - Have asked GEN (Ret) Richardson for an independent assessment
  - Will broaden participation this winter



## How Students Rate the Country's Colleges

In a recent poll of 56,000 college students, the U.S. Military Academy at West Point was ranked No. 1 in four categories: Best Administration ("the school runs like butter"); Students From Different Backgrounds Interact the Best; Marijuana Not Widely Used; and the negative category Least Great College Town ("the natives are unfriendly").

This is the first time any military academy has agreed to take part in the annual survey. (West Point and Annapolis participated.) But one category—Gay Community Accepted—was not part of the polling at the two academies. The pollsters decided the best policy was "don't ask, don't tell."



Cadets parade at West Point, a great place—as long as you don't care to mingle with the locals

**"Students From Different Backgrounds Interact the Best"**



# **“To Do” List**

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## **ACADEMIC PROGRAM REVIEW**



### **ASSESSMENT INITIATIVES AY 96-97**

- **Continue Assessment of 4 Program Goals**  
Communication, History, Human Behavior,  
Math-Science-Technology
- **Develop Goal Papers /Learning Models for 3 Program Goals:**  
Moral Awareness, Curiosity & Creativity, Educational  
Development
- **Refine Core Curriculum for Cultural Perspective**
  1. Review Core Course
  2. Consider Co-Curricular (IAD, foreign exchange, etc.)
  3. ASK: noted shortcomings remedied? If not,
  4. Consider structural changes and address tradeoffs
  5. Brief Army Leadership, Spring '96

Enclosure 2  
to Appendix IV



# "To Do" List

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## MILITARY TRAINING/ ROTC INTERACTION



## ROTC OUTREACH

### ● PURPOSE

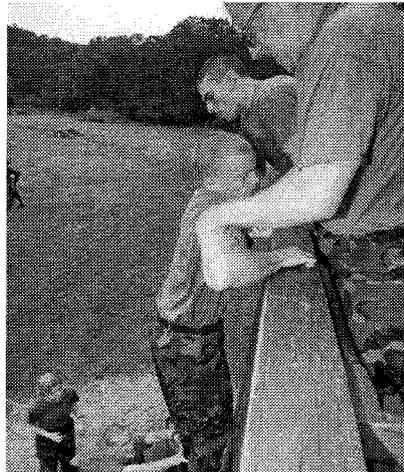
- Leverage Advantages of Each Program
- Share Training
- Foster Mutual Respect

### ● TRAINING

- Air Assault School & Other MIAD's
- Sandhurst Competition
- *Mounted Maneuver Training / ROTC Summer Camp*

### ● LEADER DEVELOPMENT

- Fall Leadership Conference
- Conference on Ethics in America
- History Fellowship Workshop
- Marshall Conference
- Four Gold Conference
- *Citadel Leader Conference*
- *Conference on Women Cadets*



Enclosure 2  
to Appendix IV



United States Military Academy

# "To Do" List

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## COMMUNITY RELATIONS

Prepared by:USMA, OPA, 29 Oct 96

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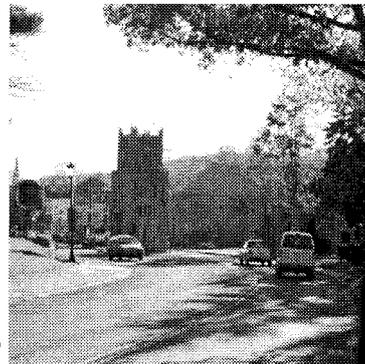
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United States Military Academy

## COMMUNITY RELATIONS

- **COMMUNITY OUTREACH**
  - Community Relations Council -- established Sept '96
  - Local Community included in Bicentennial Planning
  
- **IMPACT AID ISSUE REMAINS A CONCERN**
  - Inside gate as well as off post
  - FY97 legislation & funding likely to be short term fix only
  - Working for long term solution which is independent of Federal Budget debate



*Thayer Gate*

Prepared by:USMA, OPA, 29 Oct 96

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Enclosure 2  
to Appendix IV



# **“To Do” List**

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## **INTERCOLLEGIATE SPORTS PROGRAM**



### **DEAN AND DIRECTOR OF INTERCOLLEGIATE ATHLETICS LOOKING AT FACILITIES AND PROGRAMS**

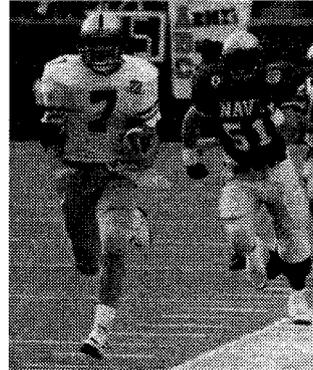
- Intercollegiate sports is an essential component of the physical program.
- “Every cadet an athlete, every athlete challenged.”



United States Military Academy

# Physical Program Hierarchy of Competitive Sports

- **Intramurals (16 sports, 75%)**
  - ♦ Cadet led with DPE supervision
- **Competitive clubs (26 clubs, 13%)**
  - ♦ Cadet led with volunteer faculty supervision
- **Corps Squad (24 Teams, 25%)**
  - ♦ ODIA run program; cadet leadership is essential



Prepared by:USMA, OPA, 29 Oct 96

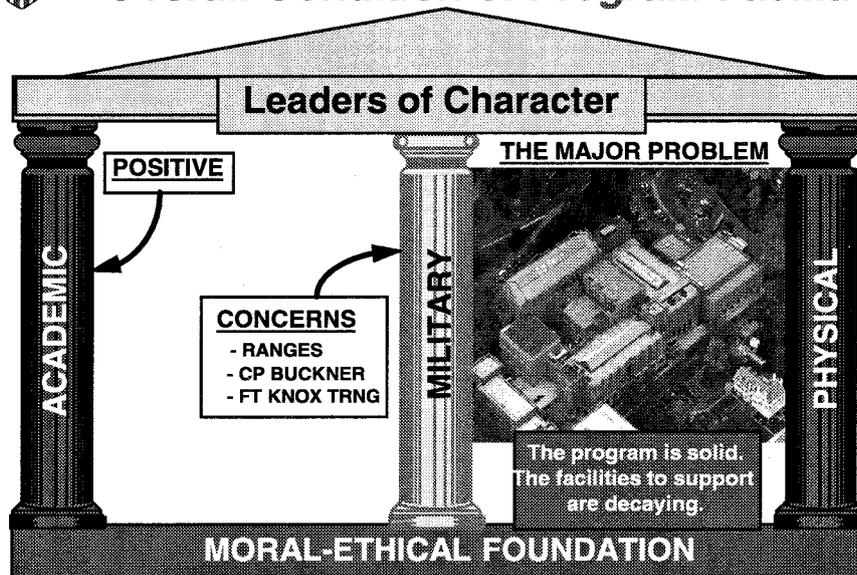
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# Overall Condition of Program Facilities



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Enclosure 2  
to Appendix IV



# SOLUTION TO THE PHYSICAL DEVELOPMENT CHALLENGE MUST BE HOLISTIC

**MCA - Arvin Center**

**OMA - Athletic Field Sprinkler Systems**

**NAF - Buffalo Soldier Softball & Intramural Complex**

**GIFTS - Blaik Athletic Center/Shea Stadium (Track)**

- WEST POINT LEADERSHIP INCORPORATING EACH ELEMENT AS PART OF STRATEGIC SOLUTION
- ARVIN PHYSICAL DEVELOPMENT CENTER
- THE Key Facility for Cadet Physical Development**

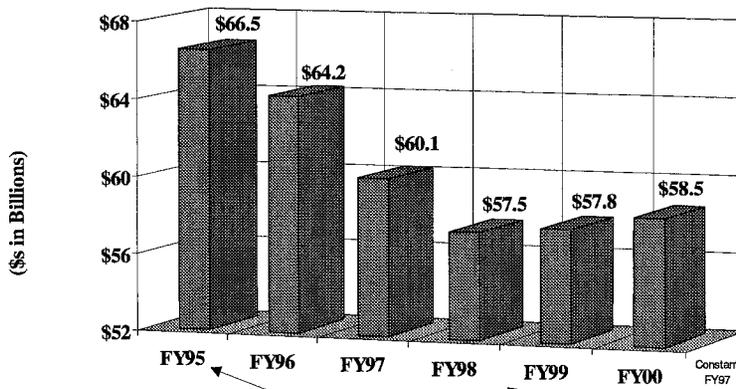


## Declining Buying Power ...

TOA

**USMA CUT - FY98 - \$21M/\$200M**

Army - POM FY98-03



Enclosure 2  
to Appendix IV



United States Military Academy

**PREVIOUS ARMY SUPPORT HAS  
HELPED US MAKE SIGNIFICANT  
INROADS...**

***BARRACKS - Pershing, Bradley  
ACADEMIC - Thayer/Bartlett Hall  
INSTALLATION - Utilities,  
Cullum Road/Bridge***

- **HOWEVER, COSTS TO REPAIR  
SIGNIFICANTLY HIGHER THAN  
EXPECTED, AND**
- **PHYSICAL DEVELOPMENT PROGRAM  
BASICALLY UNTOUCHED!**

Prepared by:USMA, OPA, 29 Oct 96

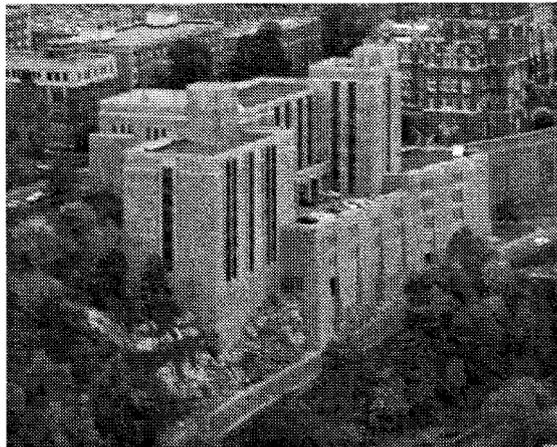
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United States Military Academy

**MAHAN HALL**



***Estimated cost to repair has grown from  
\$15M to \$22M in just last 4 months.***

Prepared by:USMA, OPA, 29 Oct 96

*Duty, Honor, Country*

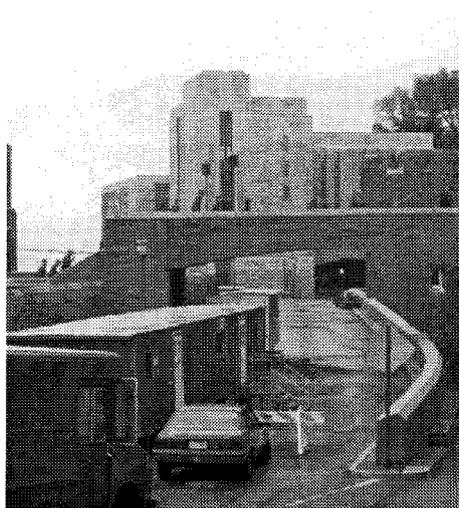
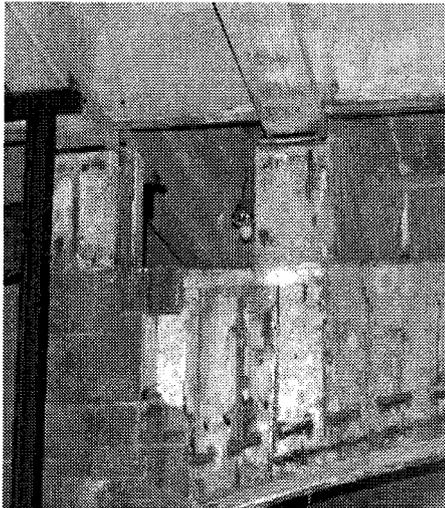
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United States Military Academy

# CULLUM BRIDGE & TUNNEL



**Estimated cost to repair has grown from \$3.5M to \$9M in last 4 months.**

Prepared by:USMA, OPA, 29 Oct 96

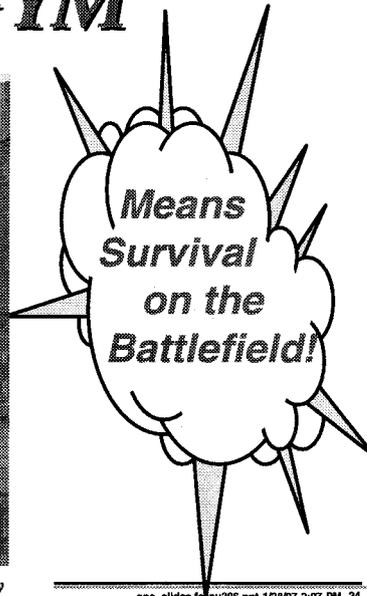
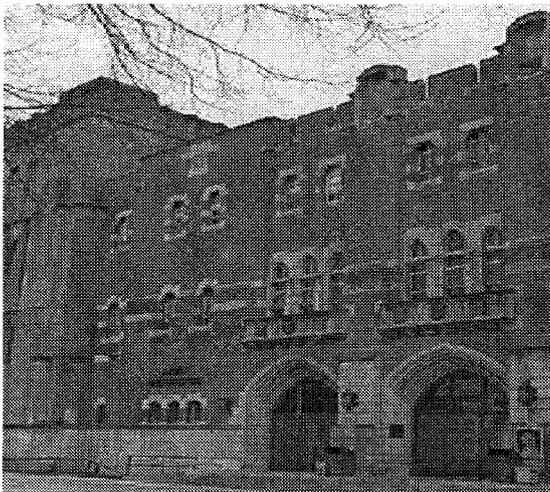
**Duty, Honor, Country**

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United States Military Academy

# ARVIN GYM



Prepared by:USMA, OPA, 29 Oct 96

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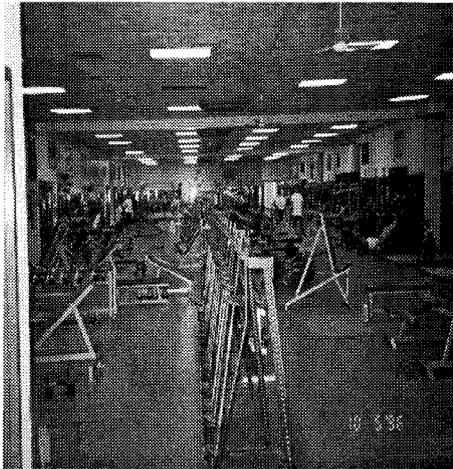
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Enclosure 2  
to Appendix IV

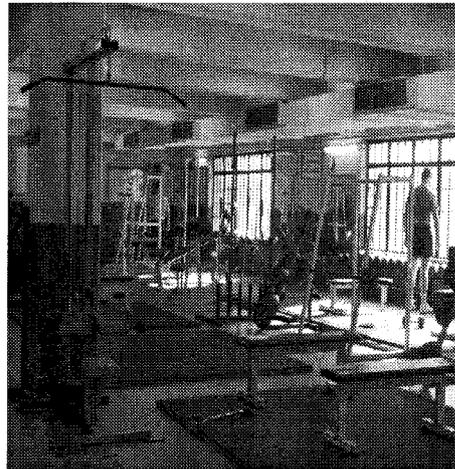


# CADET WEIGHT ROOMS

**USAFA**



**USMA (ARVIN)**



Prepared by:USMA, OPA, 29 Oct 96

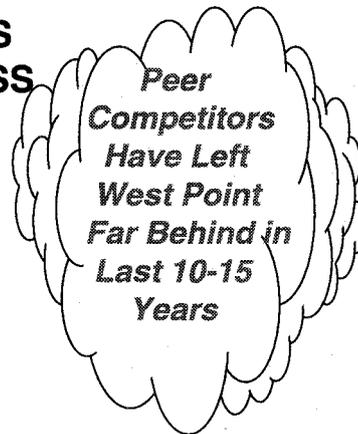
*Duty, Honor, Country*

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## WHILE ARVIN ATHLETIC FACILITY IS CENTRAL TO THE SOLUTION, PROBLEM IS BROADER

- AFFECTS COMPETITIVENESS OF ARMY ATHLETICS ACROSS THE BOARD
- PROJECTS THE IMAGE OF THE ARMY TO THE NATION
- IMPACTS ON PERCEIVED ATTRACTIVENESS OF INSTITUTION



Prepared by:USMA, OPA, 29 Oct 96

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# THE REST OF THE STORY...



## TEAM WEIGHT ROOMS

STATUS: Red

**Program:** Michie Stadium weight room supports football, men's and women's basketball, lacrosse, hockey, and others.

**Current Facilities:** Small and cramped, will not accommodate large teams efficiently; no climate control; locker room for football team only; no women's support facilities (locker, shower, latrine); staff offices inadequate. Recruiting liability.

**State-of-the-Art:** Larger facility able to accommodate more weight training equipment, large team, and offices for support staff. Facilities to accommodate women.

**Competition:** USAFA, USNA make their facilities a showpiece for recruits, we can not.

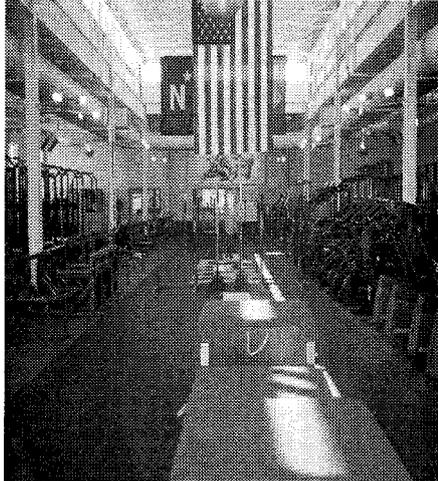
**Other:** No other issues.

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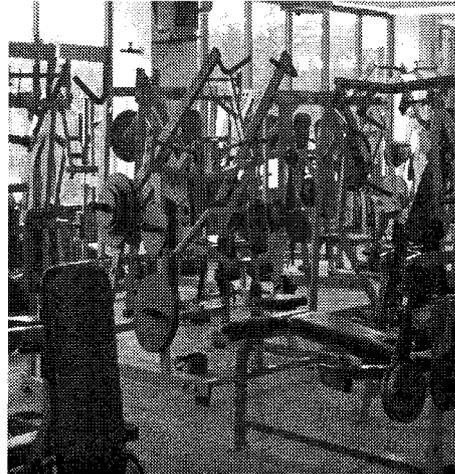


## TEAM WEIGHT ROOMS

**USNA**



**USMA (MICHIE)**



Prepared by: USMA, OPA, 29 Oct 96

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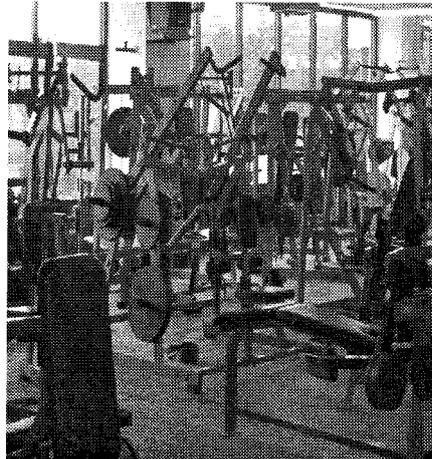
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## TEAM WEIGHT ROOMS

### USAFA



### USMA (MICHIE)



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STATUS: RED

## Training & Rehabilitation Rooms

**Program:** Football, Men's & Women's Basketball, Hockey, Lacrosse

**Current Facility:** Training room is sized for 10 patients (inadequate for squads of 200), no women's bathroom, no A/C, no privacy; coaches offices widely separated.

**State-of-the-Art:** All functions under one roof.

**Competition:** USAFA has all support at fieldhouse; USNA has all support within Ricketts Hall.

**Other:** Inadequately equipped, Gender equity issues.

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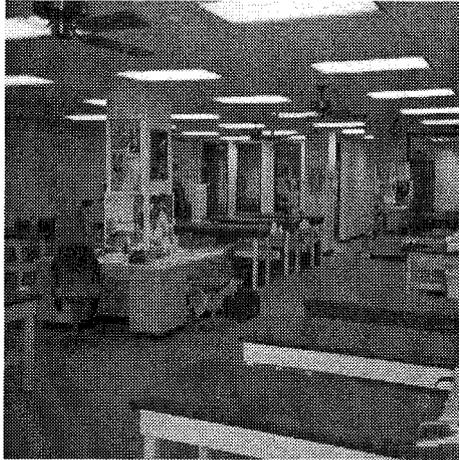
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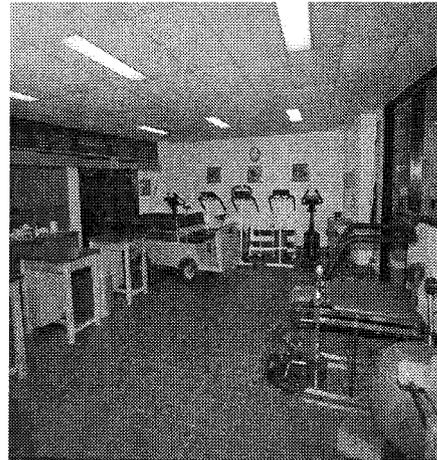
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# TRAINING ROOM FACILITIES

**USAFA**



**USMA**



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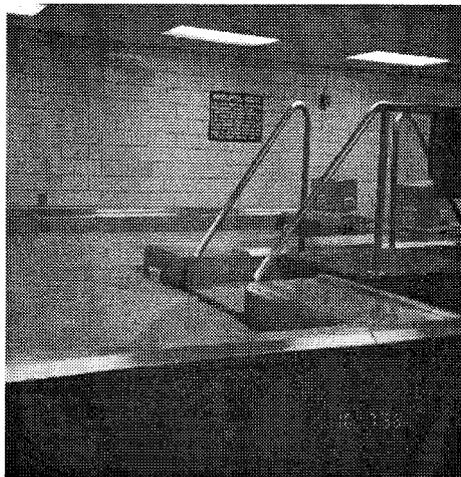
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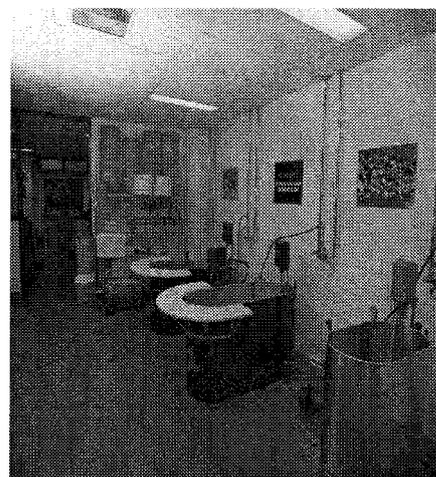
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# WHIRLPOOL FACILITIES

**USAFA**



**USMA**



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## Clinton Tennis Courts

**Program:** Men's & Women's Tennis

**Current Facility:** 9 outdoor courts; Lengthwise slope; Unlighted; No spectator area; **No indoor courts** (winter indoor facility costs \$30,000 per year and is 30min. away).

**State-of-the-Art:** 12 outdoor courts; Sideways slope; 8 indoor courts at adjacent area. All courts with bleachers and lights.

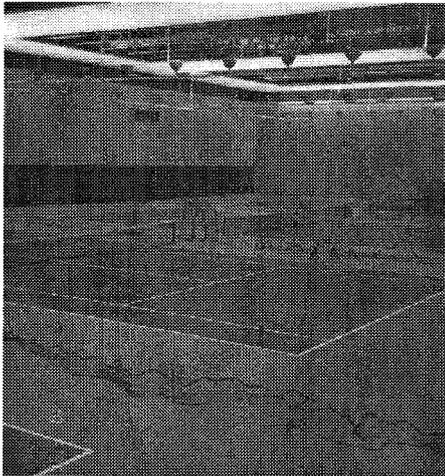
**Competition:** Air Force has 33 outdoor courts & 4 indoor courts. Navy has 14 outdoor courts & 3 indoor courts.

**Bottom Line:** For a Division IA school, Army's tennis facilities are among the worst in the Nation.



## INDOOR TENNIS FACILITIES

**USFA**



**USMA**



Enclosure 2  
to Appendix IV



## Michie Stadium Press Box

**Program:** Football, Lightweight Football, Lacrosse

**Current Facility:** No elevator, heat, food service area, or hard wire TV hook-up; Poor latrine facility; Inadequate visitors box and coaches box; Scratched Plexiglas; Inadequate utilities for computers & copiers.

**State-of-the-Art/Competition:** USAFA expanded their press box 5 years ago to include 5 sky boxes and enclosed patio that holds 450 people; USNA has a basic press box with elevator access.

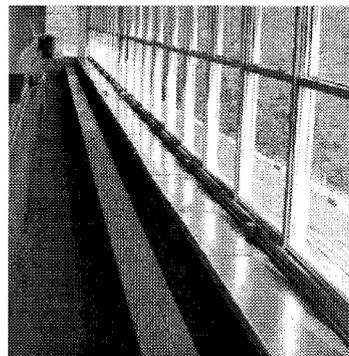
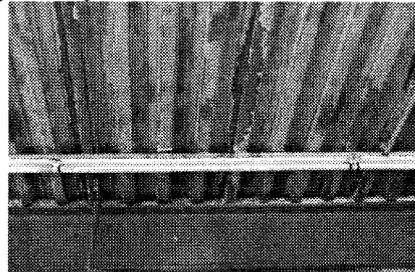
**Other:** No elevator, no handicap access; Exposure to weather; Serious maintenance deficiencies; Glaring Army eyesore; Public relations liability.



## MICHIE PRESS BOX

*"Then I looked around the press box - a giant puddle with water oozing from every orifice - and decided, what in the world is anybody doing out there?"*

Kevin Gleason  
Staff Writer,  
Times Herald Record  
Comments about the  
Army-Tulane game  
21 October 1996

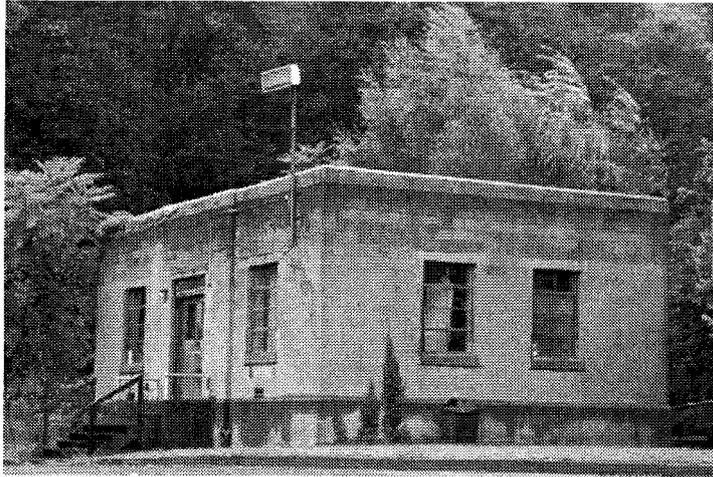




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## **SOUTH DOCK FACILITIES**

*Which Support Competitive Club Sports*



**Crew and Sailing**  
*Duty, Honor, Country*

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**How do we compare with  
Civilian Universities,  
that do not have  
“Physical Development” as a  
core institutional purpose,  
in Physical Development  
Facilities?**

Prepared by: USMA, OPA, 2 Oct 96

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# ***NW MISSOURI STATE***



## **DIVISION II**



Source: Athletic Business, April '96

Prepared by: USMA, OPA, 2 Oct 86

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## ***How do we compare with other Military Installations?***

Prepared by: USMA, OPA, 2 Oct 86

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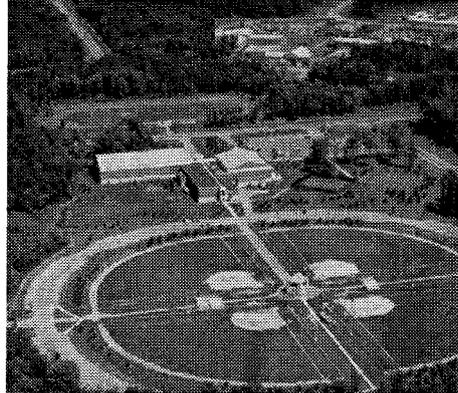
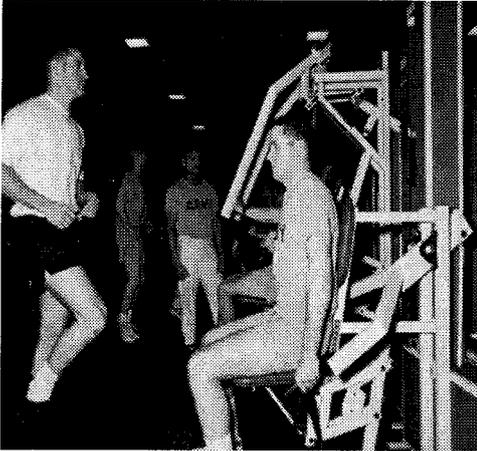
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# FORT DRUM ATHLETIC FACILITIES



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# **BUT IT IS NOT JUST OUR ATHLETIC FACILITIES...**

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## **WASHINGTON HALL INTERIOR**



Prepared by: USMA, OPA, 2 Oct 96

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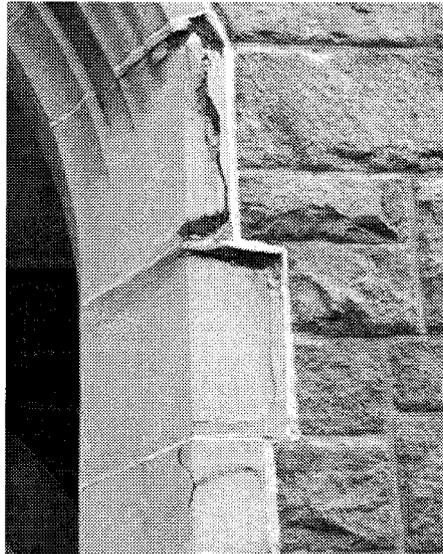
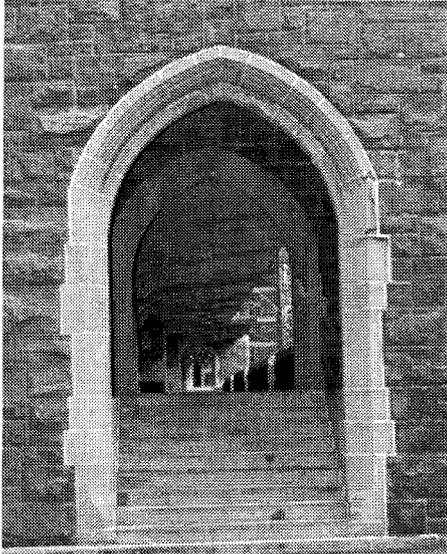
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# SCOTT BARRACKS



Prepared by: USMA, OPA, 2 Oct 96

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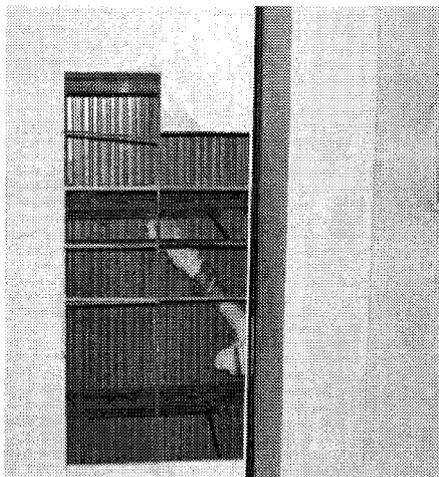
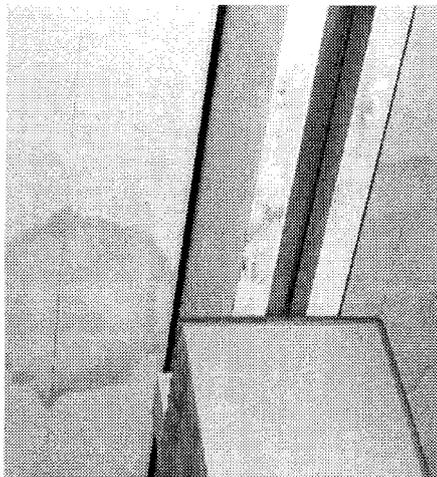


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# EISENHOWER HALL

ROOF

INTERIOR



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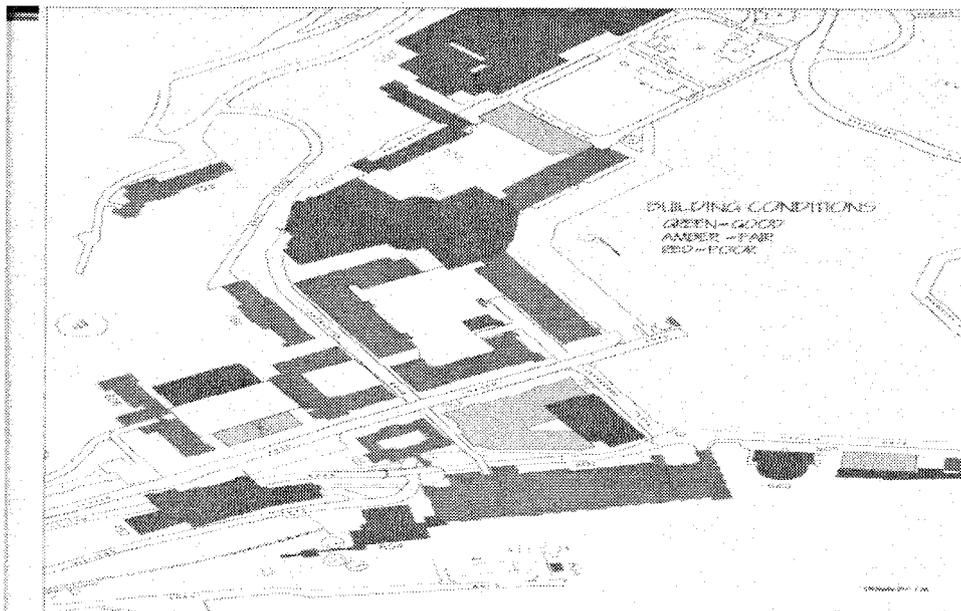
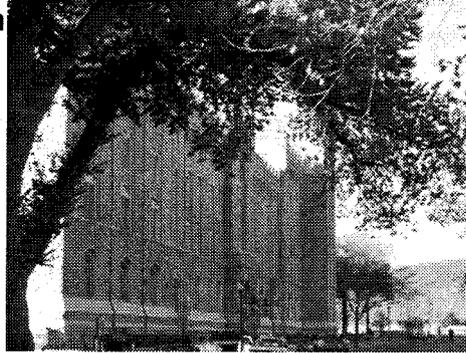
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## The Point:

- With the exception of the program for Arvin Center, appropriated funds are inadequate to address deficiencies shown...
- LTG Graves estimated "Revitalization" approx. 40% complete by 1996; seems accurate, but:
  - focus to this point on barracks/mess academic facilities.
  - POM '98-03 actions seriously threaten broader "get well" plan, to include these facilities.





**USMA RECOGNIZES IT  
HAS TO RELY MORE ON  
NONAPPROPRIATED  
FUNDS AND GIFTS  
AS PART OF A  
STRATEGIC SOLUTION.**



**West Point Leadership has  
articulated gift needs in  
the flowing areas:**

- ENDOWMENTS
  - Faculty Chairs
  - Cadet Activities
- BRICK/MORTAR
  - Especially Athletic  
Facilities
- UNRESTRICTED  
FUNDS for  
CURRENT  
PROGRAM NEEDS

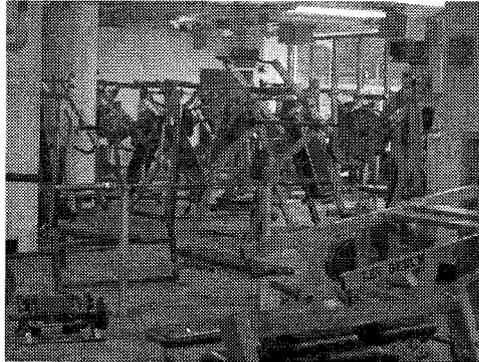


*Shea Stadium*



# Funding and Facilities

**HOW DO WE FIX PROBLEM?**  
As outlined earlier,  
must be holistic.



## ROLL UP: INTERCOLLEGIATE FACILITY STATUS

TEAM	STATUS
Football	Red
Tennis (M&W)	Red
Track (M&W), Indoor and Outdoor	Red
Softball (W)	Red
Swimming/Diving (M&W)	Red
Basketball (M&W)	Amber
Cross-Country (M&W)	Amber
Hockey	Amber
Lightweight Football	Amber
Wrestling	Amber
Volleyball (W)	Amber
Soccer (M&W)	Green
Lacrosse	Green
Gymnastics	Green
Golf	Green

In addition,  
MICHIE STADIUM/  
PRESS BOX  
is RED

Reflects  
WEST POINT  
&  
ARMY

Enclosure 2  
to Appendix IV



United States Military Academy

# ARMY ATHLETICS

## STATUS RED

ACTIVITY	PROBLEM	REVENUE SOURCE
Football	Inadequate Training, Rehab, Meeting and Locker Rooms.	Gift
Tennis (M&W)	No Indoor facility, Outdoor Lighting or Spectator Area.	Gift, some OMA
Track In/Outdoor (M&W)	Outdoor Track Needs Resurface, Upgrade to 8 Lanes. Indoor Track Should be "Banked."	Gift, some OMA
Softball (W)	Field Rehab, No Dugout or Scorer's Area.	NAF
Swimming/Diving (M&W)	Requires 8 Lanes and Separate Diving Well.	MCA
MICHIE PRESS BOX:	A Disgrace; Glaring & Serious Deficiencies.	OMA

Prepared by:USMA, OPA, 29 Oct 96

*Duty, Honor, Country*

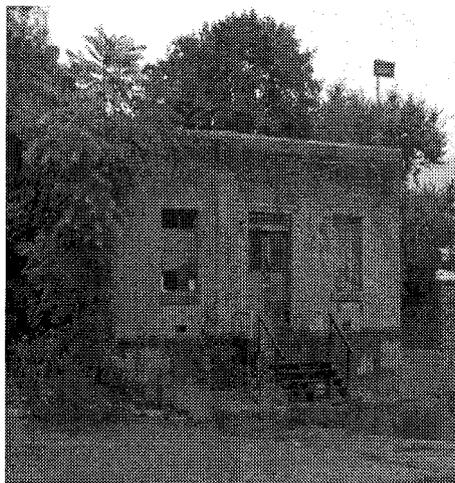
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United States Military Academy

# BOTTOMLINE

- INFRASTRUCTURE PROBLEMS MORE SEVERE THAN LAST ASSESSED
  - Repairs more expensive
  - Additional areas of extreme need uncovered
- NEED HELP SOONEST BEFORE PROBLEMS WORSEN
  - USMA already substantially behind peers & rest of Army



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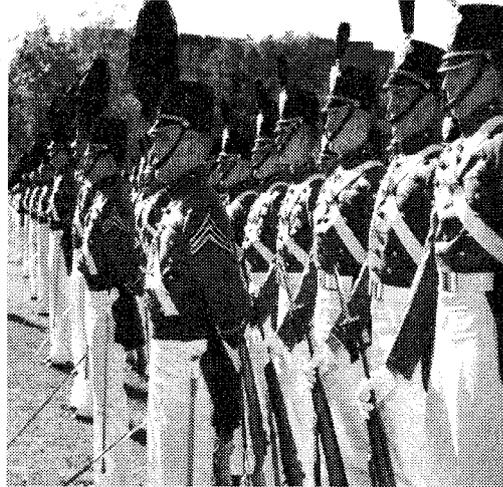


United States Military Academy

## **BOTTOMLINE (continued)**

- SEEKING AOG HELP NOW FOR PRIVATE SECTOR INFUSION; HOWEVER, THIS TWO YEARS AWAY AT EARLIEST.

THEREFORE,  
SIGNIFICANT OMA  
RESTORATION  
CRITICAL FOR FY98 &  
FY99, WHILE USMA  
REWORKS "BASELINE  
SUSTAINMENT"  
LEVEL.



# Arvin Cadet Physical Development Center

REVITALIZATION PROGRAM

UNITED STATES  
MILITARY ACADEMY

WEST POINT, NY 10996

OCT 1996

## PURPOSE

The purpose of the United States Military Academy is to provide the Nation with leaders of character who serve the common defense.

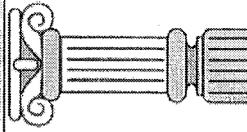


## MISSION

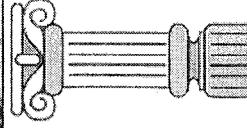
The Mission of the United States Military Academy is to educate and train the Corps of Cadets so that each graduate shall have those attributes essential to professional growth throughout a career as an officer of the Regular Army, and to inspire each to a lifetime of service to the nation.

*The three Developmental Programs  
at the Academy are:*

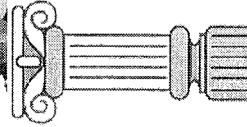
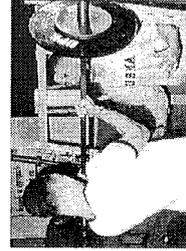
ACADEMIC



MILITARY



PHYSICAL



*Fifteen percent of a Cadet's class standing is based on his/her Physical Program performance. The Commandant of Cadets through the Department of Physical Education (DPE) and in connection with the Director of Intercollegiate Athletics directs the Physical Program. The Arvin Cadet Physical Development Center is essential to successful implementation of the Physical Program at USMA.*

**UNITED STATES MILITARY ACADEMY**

### Commandant's Mission Statement

To command the United States Corps of Cadets and to develop within each cadet the qualities and attributes of leadership and high standards of physical fitness, to instill the motivation essential to the profession of arms, and to provide basic military education and orientation for a career in the United States Army.

### Department of Physical Education

#### Mission Statement

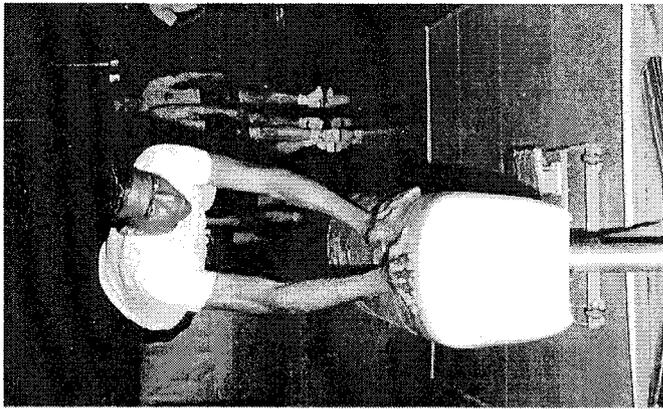
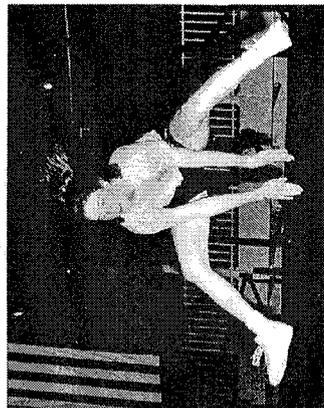
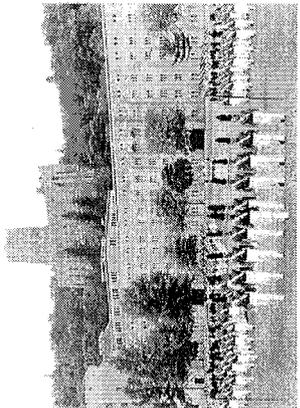
To contribute to the preparation of each cadet for a career of military leadership through an intensive and progressive program of physical education.

To contribute to the development of leaders of character as it pertains to the intellectual, physical, military, moral-ethical model.

### Directorate of Intercollegiate Athletics

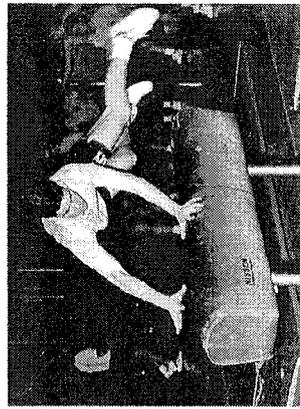
#### Mission Statement

To contribute to the achievement of the USMA physical program goals by providing cadets the opportunity to compete at their highest level of ability in an array of competitive intercollegiate athletic teams that emphasize growth in leadership and character.



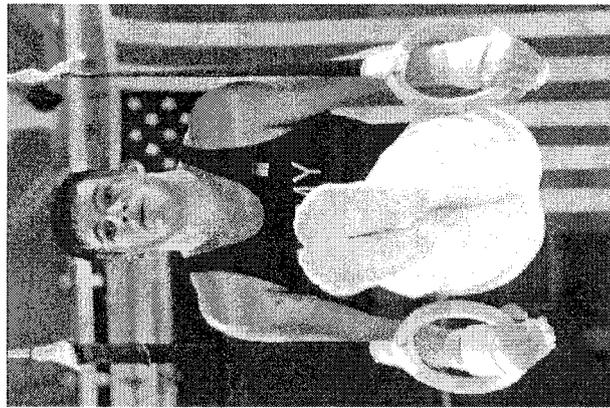
### Outcome Goals

USMA's outcome goals include the mandate to prepare graduates to achieve and sustain throughout life, both personally and in subordinates, the high standards of health and physical fitness essential to military service.



### Physical Program Goals

- \* Cultivate knowledge of a healthy military lifestyle.
- \* Develop the ability to promote and maintain personal and unit fitness.
- \* Prepare cadets for a lifetime of participation in sports and physical activity.
- \* Nurture qualities of aggressiveness, courage, perseverance, self-sacrifice, initiative and will to win.
- \* Contribute to the development of moral-ethical attributes essential for leaders of character.
- \* Provide a professional faculty and staff that sets the example.



The Arvin Cadet Physical Development Center is critical to accomplishing the mission and achieving the goals.

UNITED STATES MILITARY ACADEMY

# "EVERY CADET IS AN ATHLETE."

Cadets are required to participate competitively during all four years of their West Point experience. Levels of competition include Intercollegiate Athletics, Competitive Club Sports, and Company Intramurals. Cadets may also voluntarily compete in Brigade Open Championships.

The Arvin Cadet Physical Development Center, as the only fitness center at West Point, also supports the physical fitness of all personnel assigned to West Point. It is also used on a daily basis to support individual and organized community programs.

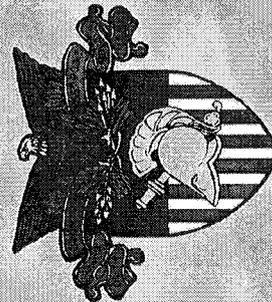
The Arvin Cadet Physical Development Center is frequently used for regional and

national activities such as the Special Olympics, New York State Championships, US Olympics Synchronized Swim Team, and civic organizations.



## ARVIN CADET PHYSICAL DEVELOPMENT CENTER CUSTOMERS

- Physical Education Courses
- Intramural Sports
- Varsity Sports
- Competitive Club Sports
- Troop Physical Training
- Community
- Outside Activities



UNITED STATES MILITARY ACADEMY

The Arvin Cadet Physical Development Center is an essential facility for the Physical Program. It supports all of USMA's 4,000 cadets. It serves as the primary resource for physical education, fitness training, competitive club and varsity sports. The facility is in use 7 days a week by cadets and the community.

Each cadet is required to take physical education every academic year. The core baseline curriculum includes Personal Fitness, Swimming, Gymnastics, Boxing or Self-Defense, Combatives, Unit Fitness and Lifetime Sports. Additionally, a cadet's physical fitness level is evaluated through mandatory fitness tests.



*No Soliciting*

## ARVIN GYMNASIUM

*Military or Civilian ID Card Required*

GENERAL USE:

Mon-Fri: 0530-1530  
1800-2200

Sat: 0800-2200  
Sun/Holidays: 0830-2200

CADETS ONLY:  
Mon-Fri: 1530-1800

## ARVIN CADET PHYSICAL DEVELOPMENT CENTER DAILY SCHEDULE

0530 - 0715	Troop PT / Cadet / Community
0715 - 1115	Plebe Instruction
1115 - 1330	Faculty and Staff
1330 - 1530	Upperclass Instruction
1530 - 1800	Cadets Only
1800 - 2200	Intramurals, Clubs, Varsity Sports Cadets / Community

UNITED STATES MILITARY ACADEMY

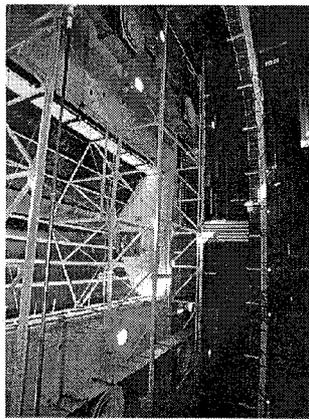
Winter is the peak usage period for the Arvin Cadet Physical Development Center. However, the existing facility lacks adequate space to accommodate all requirements and activities. Some activities are forced to use the hallways, shorten practice times, share space, or practice in substandard areas.

Several types of space are required to support the Academy's diverse Physical Program. These include classrooms, basketball courts, racquet sports courts, swimming pools, fitness and weight training rooms, dedicated use and multipurpose rooms, medical and athletic training rooms, storage, and administrative offices.

Basketball Courts are used not only for basketball but also fitness testing, volleyball, gymnastics, aerobics, wrestling, unit fitness, team handball, martial arts, cheerleading, field sports (during inclement weather), club sports,

and community events. The USMA program requires at least eight full size basketball courts. This can best be met through the use of gymnasiums which can be subdivided into full size basketball courts.

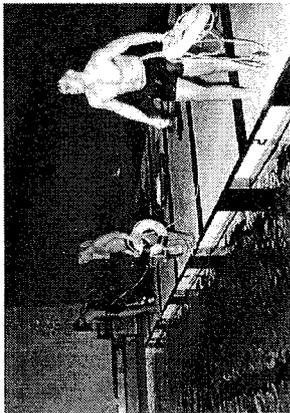
Racquetball, squash and handball are popular and physically demanding activities. These sports are also club sports and community activities. The Academy has a requirement for 18 racquetball courts and 10 international standard squash courts.



## COURTS SPACE REQUIRED CUSTOMERS

DPE	CLUB	OTHER
Gymnastics (GY)	TM Handball	Youth
Basketball	Volleyball	GY Club
Volleyball	Cheerleading	God's Gang
Aerobics	Martial Arts	Community
Wrestling	Fencing	
IM Basketball	Rugby	
Unit Fitness	Judo	

Every cadet is required to take swimming (including military survival techniques) and pass a swimming competency test. The Academy has a requirement for four separate pools to support the swimming program. Currently, there are two small pools and one 50 meter pool with diving well to support these activities. These facilities are poorly configured, inefficient and only marginally meeting the program requirements. They are not suitable for sanctioned championship competition.



## POOL SPACE REQUIRED

### EXISTING POOL SPACE

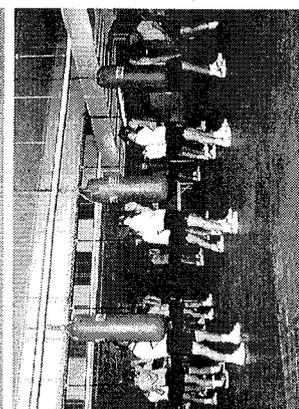
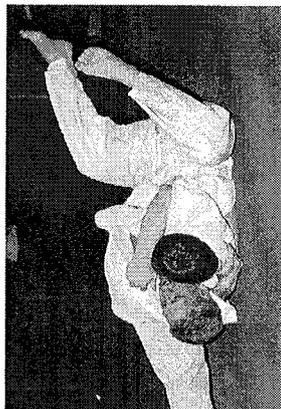
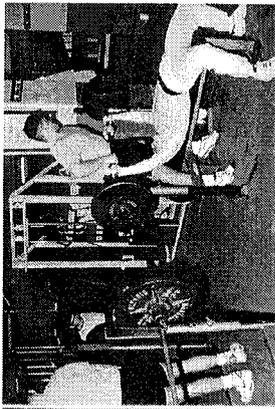
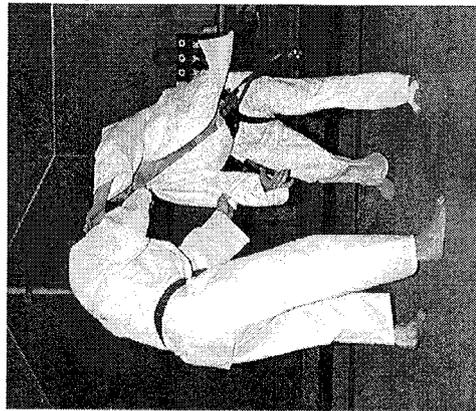
Crandall	6 Lanes @ 50M / Diving
Intramural	Cannot Host National or Regional Level Competition
Instructional	8 Lanes @ 33 1/3 yds 4 Lanes @ 25 yds

### REQUIRED POOL SPACE

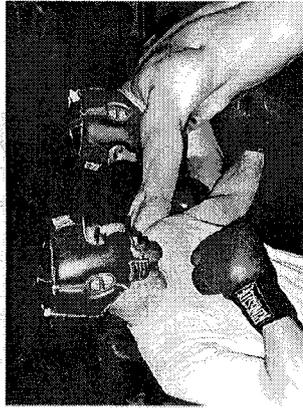
Crandall	8 Lanes @ 50M / Diving
New Pool	8 Lanes @ 50M / 25 yd Width

Weight training is used to increase strength, endurance and performance in many of the Physical Program activities. Weight training rooms have special requirements for floors and equipment. USMA requires approximately 14,000 square feet of space to properly configure weight training equipment for use in strength development classes, cadet workouts, master fitness training, powerlifting club, and preparation for the Cadet Physical Fitness Test taken twice a year.

The cadet core curriculum requires courses in Self-Defense, Wrestling and Gymnastics. Special equipment and space configurations are required to instruct and practice these activities. The USMA requirement for this instruction is 12 wrestling rings, 3 boxing ring layouts, and dedicated gymnastics space.



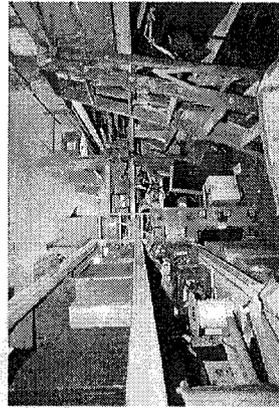
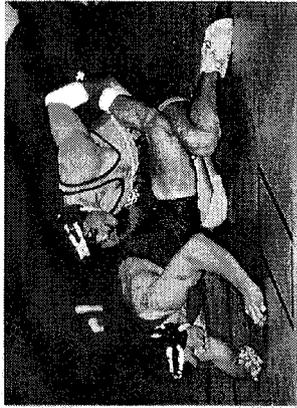
Many cadet and community activities can be performed in shared spaces or multipurpose rooms. These activities include judo, karate, fencing, fitness study, and small aerobics groups. These spaces can be subdivided with movable partitions allowing great flexibility in use and scheduling. The existing program should have six rooms each containing approximately 3,000 square feet.



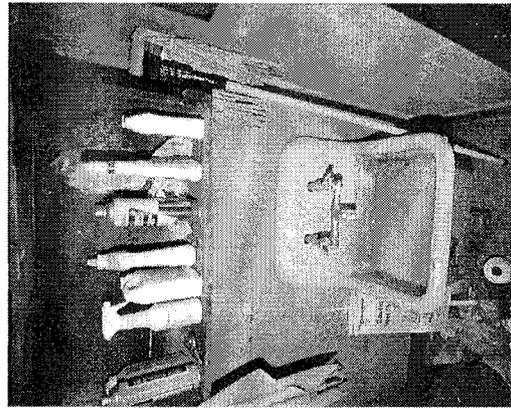
Support space for the Physical Program includes locker rooms, sports medicine, physiology laboratory, laundry, storage, restrooms, custodial closets, lobbies, athletic equipment repair shops, spectator areas, administration and utilities spaces.



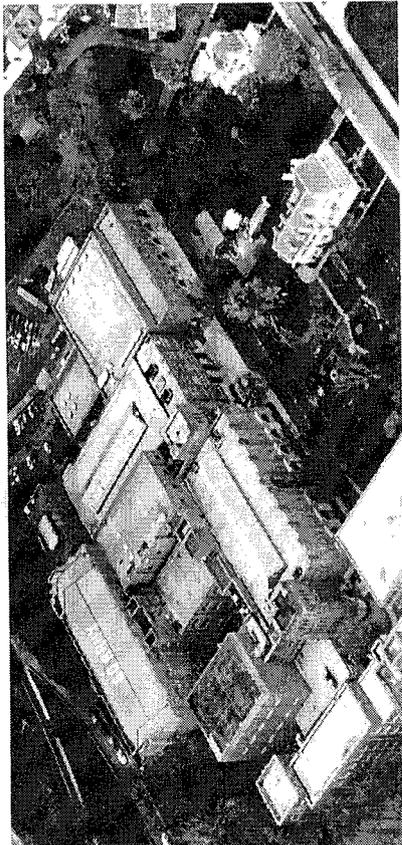
*Worn floor in administrative space.*



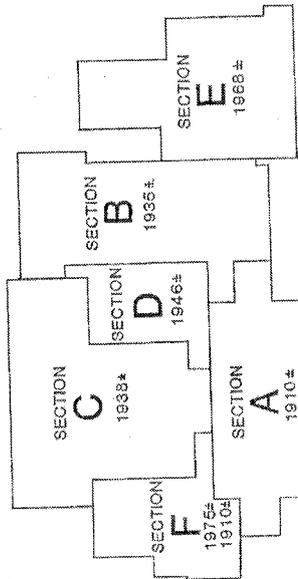
*Inadequate storage space.*



*Insufficient janitorial facilities.*



The weak link in the Physical Program chain is the historically significant but failing facility in which these activities are performed. It was built in six stages over a 60 year span.



\* The facility does not meet Life Safety Code

Fire alarms are not interconnected

No warning devices for the hearing impaired

Egress is a confused maze

Exit signage and emergency lighting are inadequate

\* There is limited handicapped accessibility

Portions of the building are inaccessible

Few handicapped accessible rest rooms

\* Portions of the roof and exterior facade are failing

Roof has numerous leaks and has asbestos material

Facade is deteriorated and, in places, in danger of collapse

Differential settling of the foundation has created significant cracking and window racking

\* Much of the interior is deficient

Painting systems on the walls are deteriorated and contain lead-based paints

Floors and stairs have eroded with heavy use

\* Utilities systems no longer meet code

Heating and ventilating volumes are below standards

Systems contain asbestos and lead, making servicing equipment difficult

Deteriorating conditions in showers and locker rooms result in unsanitary conditions

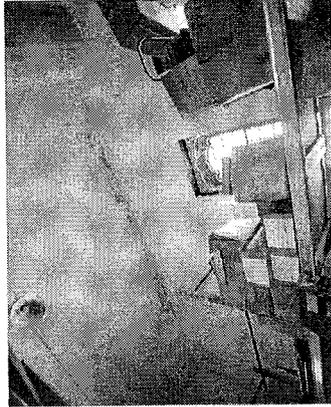
Repair parts are frequently no longer in production

Much of the electrical system is outdated and does not comply with current code

Undersized transformers and cables result in outages

Communications systems are antiquated and limited

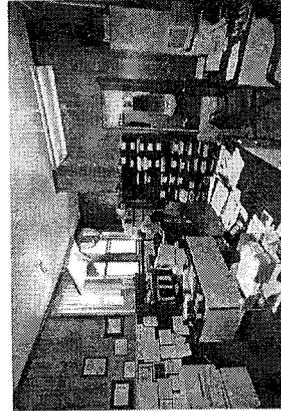
Facility lacks a comprehensive security system



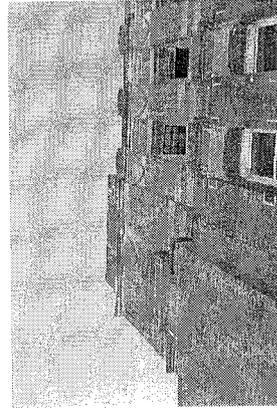
Deteriorated plaster walls



Office / Laboratory?



Overcrowding



Crumbling facade

UNITED STATES MILITARY ACADEMY

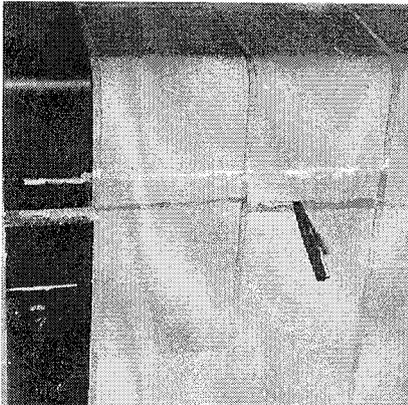
UNITED STATES MILITARY ACADEMY

## CURRENT DESIGN CONCEPT

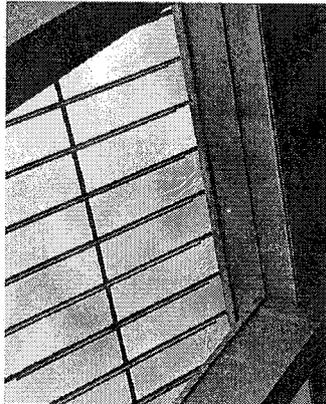
Demolish the non-historic, non-renovated elements of the existing facility (retain Hayes Gym and Crandall Pool). Build a new facility on the existing foot print which meets Physical Program requirements and all current code requirements (e.g. seismic, ADA, life-safety, gender equity, etc.). Minimal essential temporary facilities would be included. Rough Order of Magnitude estimate = \$80 million.

### Advantages:

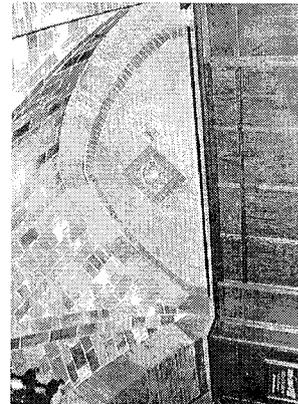
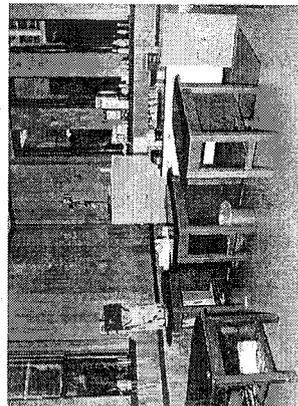
- New portion of facility yields more usable space.
- New layout meets Physical Program requirements.
- Reduced maintenance costs in new facility.
- Meets all new construction code requirements.
- Most significant historic elements remain intact.
- Some temporary facilities required.



*Severe cracking caused by foundation settlement*

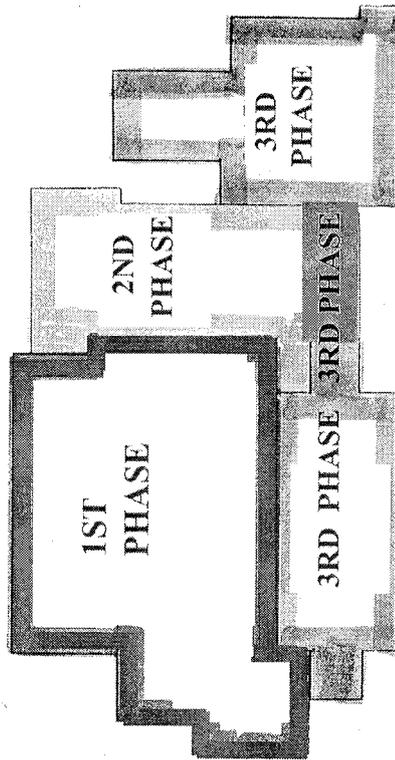


*Cracked glass skylight over Pool*



*Historically significant mosaic*

## PHASE ONE



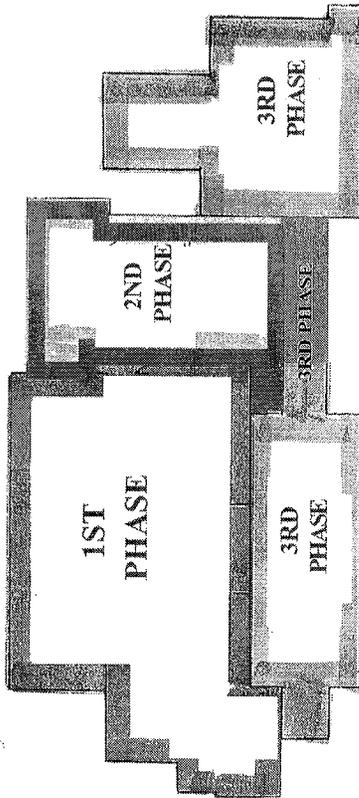
- Demolish existing buildings (215,000 GSF) asbestos and lead paint mitigation
- Construct:
  - Three full sized basketball courts (with spectator seating)
  - Men's staff and faculty locker rooms (1000 lockers)
  - Women's staff and faculty locker rooms (250 lockers)
  - Sports medicine facility
  - Sports physiology lab
  - Training room
  - Cadet physical therapy clinic
  - 50 meter instructional pool
  - 12 racquetball courts
  - 10 squash courts

- Spectator area (squash and racquetball)
- Three multi-purpose rooms
- Two combative rooms
- Coaches offices (wrestling/ gymnastics/women's volleyball)
- Two boxing rooms
- Gymnastics room/with climbing wall
- Fitness rooms (weights and fitness machines)
- Meeting/classrooms
- Bike Shop
- Supply/Laundry
- Storage
- Elevator
- Mechanical and electrical rooms

UNITED STATES MILITARY ACADEMY

UNITED STATES MILITARY ACADEMY

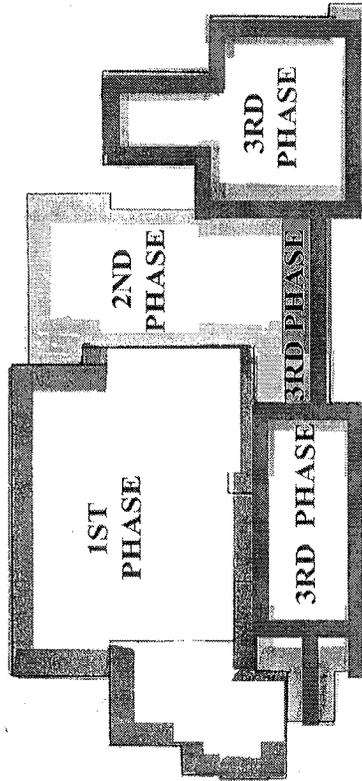
## PHASE TWO



- Demolish existing buildings (approximately 67,000 GSF) asbestos and lead paint mitigation.
- Construct:
  - 3 Full sized basketball courts with spectator area
  - 6 Racquet Ball courts with spectator area
  - 3 Multi-purpose rooms

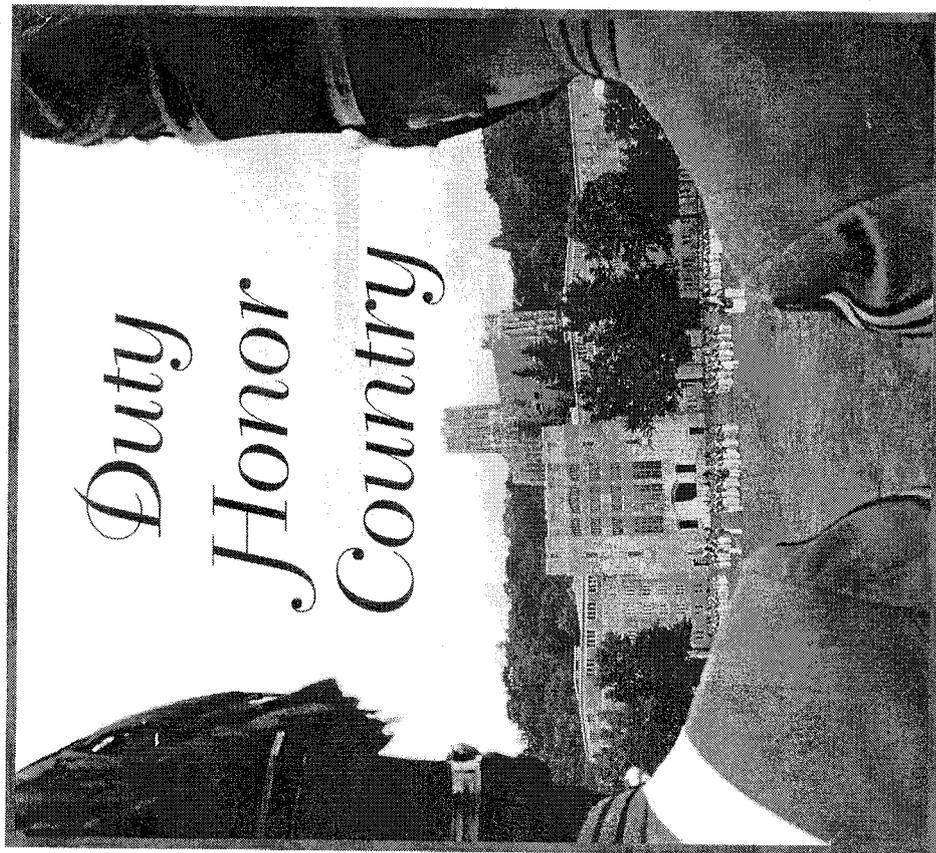
- 1 Combative room
- DPE/DIA Offices
- DPE Supply/Laundry
- DPE Ski Shop
- Concession Area
- Storage
- Mechanical and electrical rooms

## PHASE THREE



- Construct:
  - Diving Well
  - Expansion of Crandall Pool to 8 full lanes
  - 3 Multi-purpose rooms
  - Storage
  - Required rock excavation

- Revitalization and Seismic Upgrade of Hayes Gym (and the adjacent main entrance lobby) and Crandall Pool
- Mechanical and electrical rooms as required.
- Elevators (passenger and freight or combination)





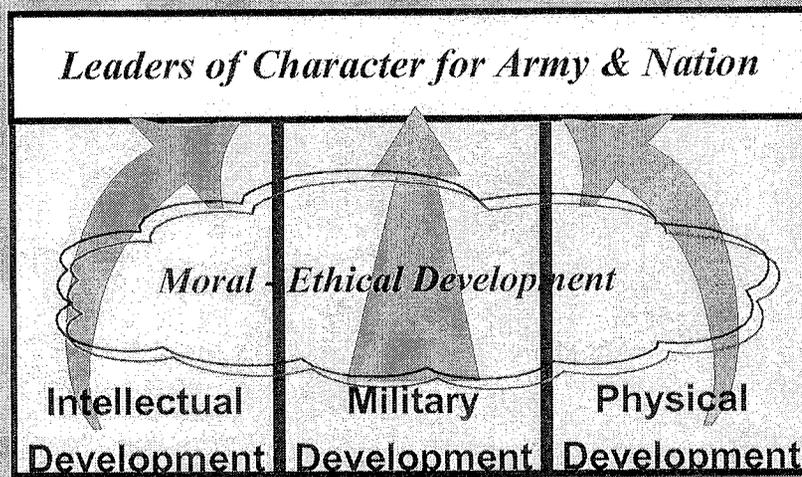
# ARVIN CADET PHYSICAL DEVELOPMENT CENTER

## USMA BOV

*Duty & Honor & Country*

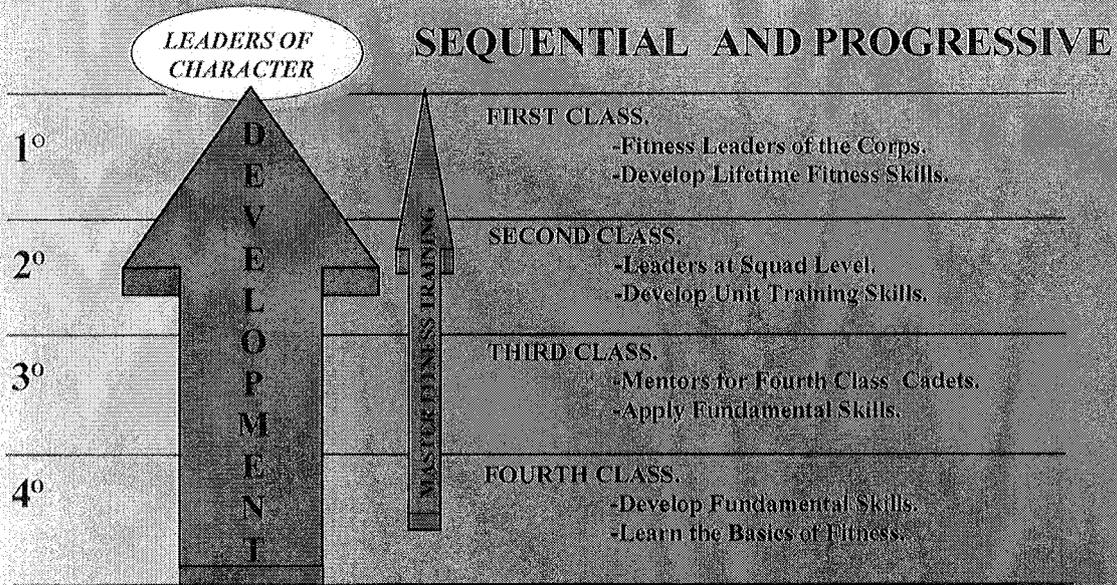


# West Point Experience





# Physical Developmental Concept



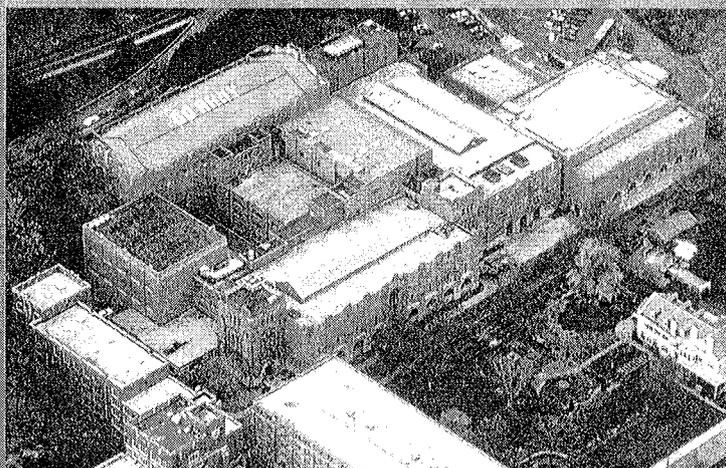
*Duty & Honor & Country*

10/8/96



## Building Description

- 445,000 SF
- 6 Attached Buildings Constructed Between 1910 and 1975
- 6 Stories/30 Floor Levels
- 36 Building Entrances
- 27 Roof Levels
- 50 Mechanical Rooms
- 150 Mechanical Systems



*Duty & Honor & Country*

10/8/96



## CURRENT SITUATION

- Facility in a deteriorated condition
- Requires Extensive repairs to structural, mechanical and utility systems
- Seismic repairs required to comply with Executive Orders
- Facility does not meet:
  - life safety codes
  - handicapped accessibility codes
  - gender equity standards
- Layout of buildings is inefficient and inadequate
- Hayes Gym, built in 1910, is a designated Historic Structure



Worn floor in administrative space.



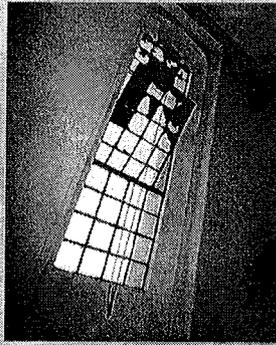
Inadequate storage space



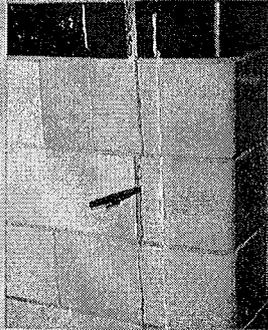
Leaking roof



Overcrowding



Falling window



Severe cracking caused by foundation settlement



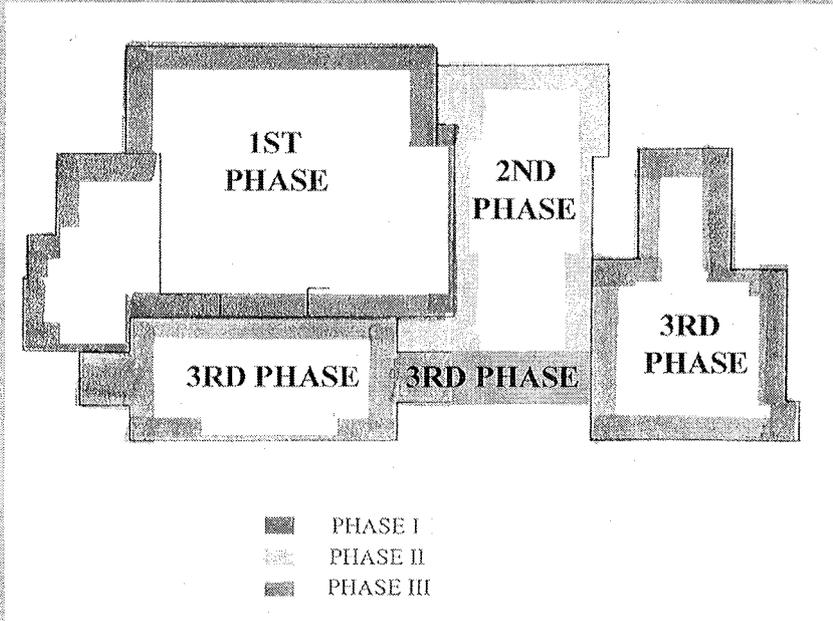
Shifting cracked Walls



Deteriorated masonry

*Quality & Historic Preservation*

10/8/96

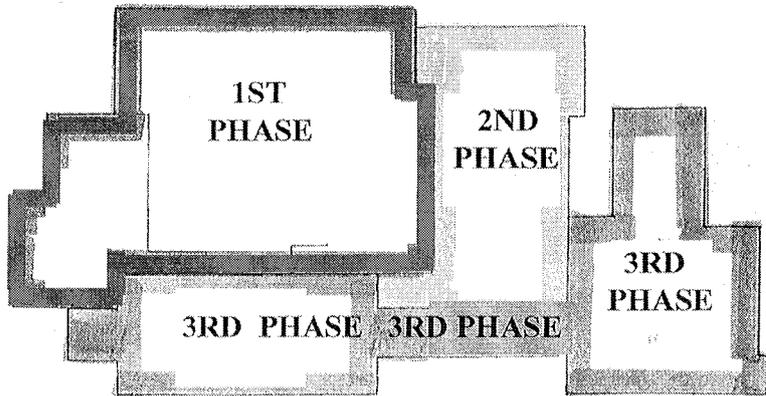


*Quality & Historic Preservation*

10/8/96



# PHASE ONE



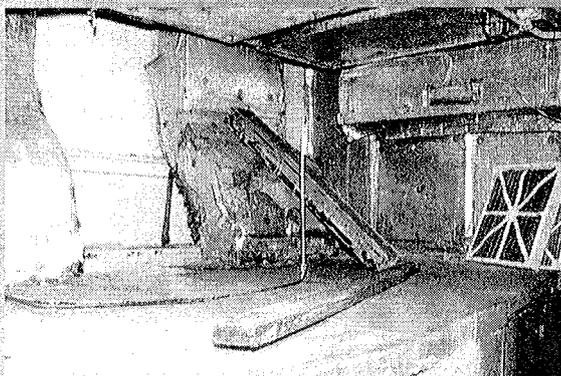
- Demolish existing buildings (215,000 GSF) asbestos and lead paint mitigation
- Construct:
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  - Fitness rooms (weights and fitness machines)
  - Meeting/classrooms
  - Bike shop
  - Supply/laundry
  - Storage
  - Elevator
  - Mechanical and electrical rooms



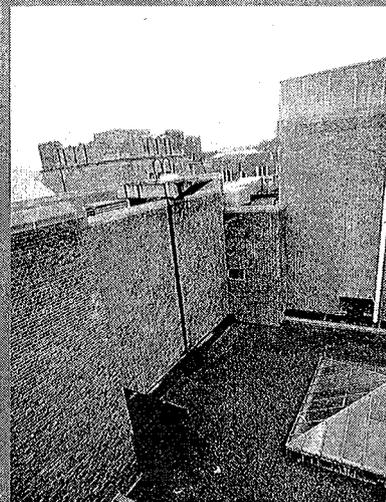
## ● PHASE 1: FY99, PN47591, CWE \$40,000,000

### PHASE ONE PHOTOS

- Provide Temporary Facilities
- Demolish approximately 50% of facility
- Construct pools, gyms, lockers, etc.



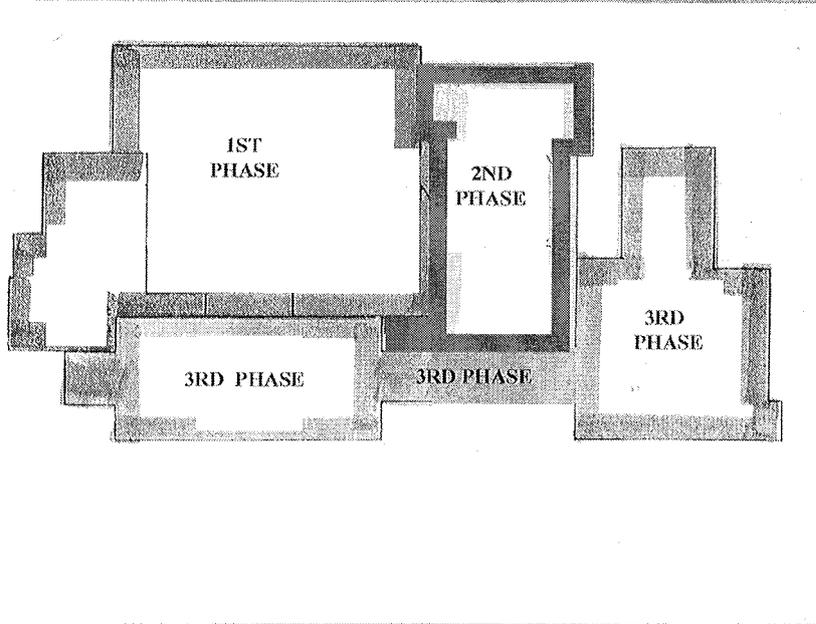
Worn, inoperative HVAC Systems



Multi roof levels showing construction in phases over many years, rusted ventilation ineffective



# PHASE TWO

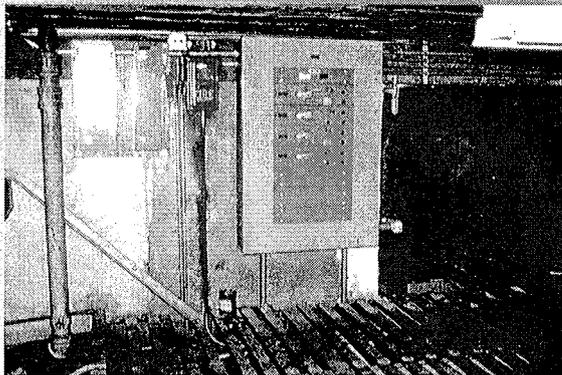


- Demolish existing buildings (approximately 67,000 GSF) asbestos and lead paint mitigation.
- Construct:
  - 3 Full sized basketball courts
  - 6 Racquet Ball courts with spectator area
  - 3 Multi-purpose rooms
  - 1 Combative room
  - DPE/DIA Offices
  - DPE Supply/Laundry
  - DPE Ski Shop
  - Concession Area
  - Storage
  - Mechanical and electrical rooms

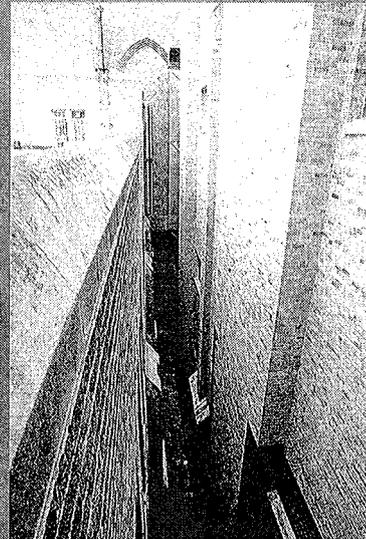


## PHASE TWO PHOTOS

- PHASE 2: FY 01, PN47592, CWE \$30,000,000
  - Continue to provide Temporary Facilities
  - Demolish approximately 35% of the facility
  - Construct gyms, lockers, admin. space, etc.



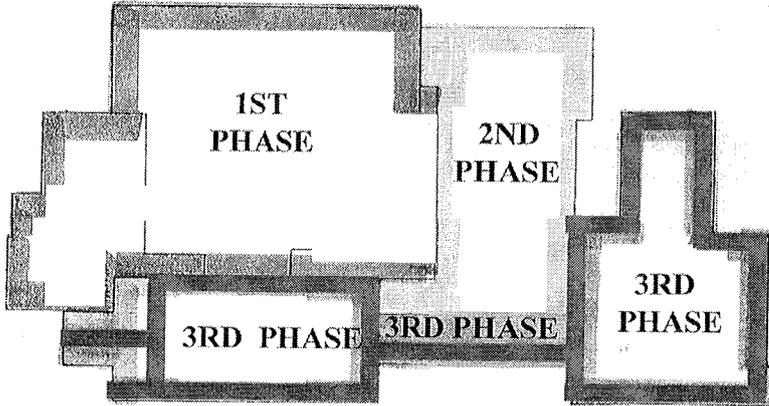
Water on the floor due to constant water infiltration, pallets to allow workers to work on electrical systems



Separation between two bldgs built at different times, loss of usable space



# PHASE THREE



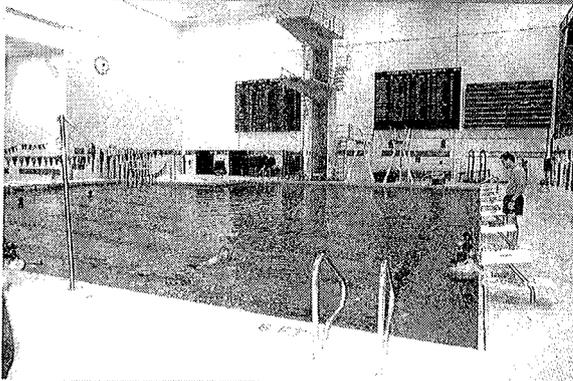
- Construct:
- Diving Well
  - Expansion of Crandall Pool to 8 full lanes
  - 3 Multi-purpose rooms
  - Storage
  - Required rock excavation
  - Revitalization and Seismic Upgrade of Hayes Gym (and the adjacent main entrance lobby) and Crandall Pool
  - Mechanical and electrical rooms as required
  - Elevators (passenger and freight or combination)



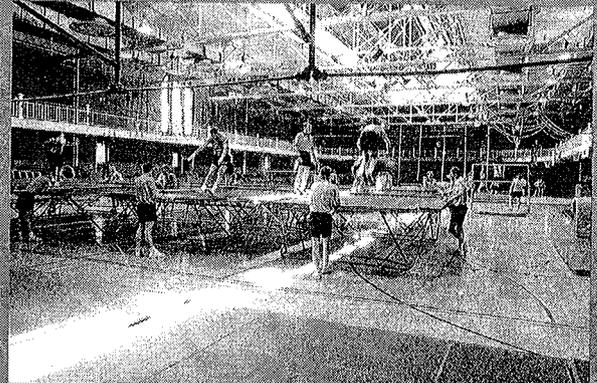
## ● PHASE 3: FY03, PN47593, CWE \$18,500,000

### PHASE THREE PHOTOS

- Continue to provide Temporary Facilities
- Revit/Seismic Upgrade Hayes Gym
- Construct Multi-purpose space
- Seismic Upgrade Crandall Pool/Swim Lanes/Diving Well



Crandall Pool needs competitive diving well moved, expanded to 8 full 50 meter lanes and seismic upgrades



Historic Hayes Gym requires extensive seismic upgrade



## Project Status

- FY99 MCA \$40M
- Pre-Design Study (for all 3 Phases) Begins Sept. 30, '96  
Study Complete Feb. 15, '97
- Begin Final Design (for all 3 Phases) April '97  
Complete Design June '98
- Award Construction Oct. '98
- Dec. '98 Temporary Facilities Complete.
- Dec. '98 Begin Demolition for Phase I
- Dec. '00 Begin Construction Phase II
- Dec. '02 Begin Construction Phase III
- Dec. '04 Project Complete

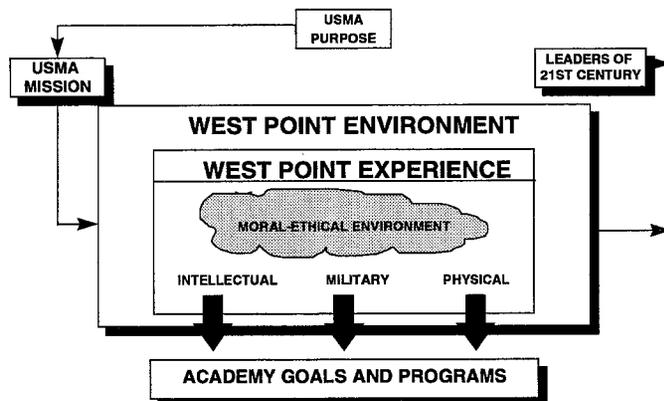
# OFFICE OF THE DIRECTOR OF INTERCOLLEGIATE ATHLETICS

## BRIEFING FOR THE BOARD OF VISITORS

DUTY HONOR COUNTRY



### GRAPHIC PORTRAYAL OF WEST POINT MODEL FOR LEADER DEVELOPMENT



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## USMA PHYSICAL PROGRAM GOALS

- To cultivate knowledge of a healthy, military life-style
- To develop the ability to promote and maintain personal and unit fitness
- To prepare cadets for a lifetime of participation in sports and physical activity
- To nurture the qualities of: courage, self-sacrifice, initiative, perseverance, aggressiveness, and the will to win
- To contribute to the development of moral-ethical attributes essential for leaders of character
- To provide a professional faculty that sets the example

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## INTERCOLLEGIATE ATHLETIC PROGRAM MISSION

**To contribute to the achievement of the USMA physical program goals by providing cadets the opportunity to compete at their highest level of ability in an array of competitive intercollegiate athletic teams that emphasize growth in leadership and character**

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**ARMY ATHLETICS 96**

**INTERCOLLEGIATE ATHLETIC PROGRAM  
PROCESS GOALS**

- Ensure that participation in Intercollegiate Athletics reinforces the commitment of each cadet athlete to succeed in all facets of the cadet experience
- Ensure that gender equity is maintained within the intercollegiate athletic programs
- Administer all operations in ways that reinforce the commitment of USMA to the highest standards of the NCAA and the absolute importance of integrity to the military profession
- Maintain an active program of external review of all operations, to include NCAA certification
- Operate a fiscally sound program that minimizes reliance on appropriated support

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**ARMY ATHLETICS 96**

**INTERCOLLEGIATE ATHLETIC PROGRAM  
OUTCOME GOALS**

- Field competitive teams for men and women at Division 1 (1A Football) that provide an appropriate balance of opportunities consistent with the size of the Corps of Cadets and resource constraints
- Contribute to the development of character and leadership by emphasizing spirited competition and fair play
- Inspire all cadets to strive for excellence by fielding teams that set outstanding examples of thorough preparation, unity of effort, teamwork, and dedication
- Provide an array of teams that will attract to USMA a national cross-section of fully qualified candidates who are interested in continued growth through challenging competition at the highest intercollegiate level

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ENCLOSURE 3  
to APPENDIX IV

## INTERCOLLEGIATE ATHLETIC PROGRAM OBJECTIVES

- **Develop cadet excellence through participation in Intercollegiate Athletics:**
  - Intellectual - Military - Physical - Moral/Ethical
- **Compete in NCAA Division I (IA Football)**
- **Field 24 competitive teams**
- **Recruit student-athletes with high potential for success as cadets and athletes**
- **Resource organizationally, logistically, fiscally sound programs**
- **Maintain gender equity**
- **Conform to highest ethical and compliance standards**

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## DEVELOP CADET EXCELLENCE THROUGH PARTICIPATION IN INTERCOLLEGIATE ATHLETICS

- **Cadet-Athlete Success**
  - Coaches are Role Models
  - Officer Representatives
  - Dean's List
  - Leadership Positions
  - Special Awards
- **Graduation Rate**

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### CADET-ATHLETE GRADUATION RATES

<u>CLASS</u>	<u>OVERALL (%)</u>	<u>ATHLETES (%)</u>
1992	73	63
1993	75	62
1994	78	74
1995	81	76
1996	78	74

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### COMPETE IN NCAA DIVISION 1 (FOOTBALL 1A)

- Over 900 Institutions in NCAA
  - Division I: 300 (Division 1A: 111)
  - Division II: 250
  - Division III: 350
- 4000 Cadets at West Point
- 1000 Cadets Participate in Intercollegiate Sports

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ARMY ATHLETICS 96

FIELD 24 COMPETITIVE TEAMS

FALL	WINTER	SPRING
Cross Country, M*	Basketball, M*	Baseball*
Cross Country, W*	Basketball, W*	Golf*
Football	Gymnastics	Lacrosse*
Lightweight Football	Hockey	Outdoor Track, M*
Soccer, M*	Indoor Track, M*	Outdoor Track, W*
Soccer, W*	Indoor Track, W*	Softball*
Tennis, W*	Swimming, M*	Tennis, M*
Volleyball, W*	Swimming, W*	
	Wrestling	

\* Patriot League: Army, Bucknell, Colgate, Holy Cross, Lafayette, Lehigh, Navy

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ARMY ATHLETICS 96

RECRUIT STUDENT-ATHLETES WITH HIGH POTENTIAL FOR SUCCESS AS CADETS & ATHLETES

- Recruit in Accordance with NCAA Regulation
- Recruit Nationwide
- Recruit 20-25% of Incoming Class
- SAT Scores Comparison:

<u>CLASS</u>	<u>CLASS AVG SAT</u>	<u>ATH AVG SAT</u>	<u>DIFFERENCE</u>
1996	1207	1122	85
1997	1211	1130	81
1998	1202	1132	70
1999	1204	1130	74
2000*	1265	1197	68

\* Recentered SAT

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RECRUITED ATHLETE COMPARISON  
FOOTBALL 1991-1992

	<u>FOOTBALL</u>	<u>ALL STUDENTS</u>	<u>DIFFERENCE</u>
USMA	1119	1208	89
STANFORD	1069	1367	298
NORTHWESTERN	1034	1250	216
DUKE	1003	1307	304
VIRGINIA	955	1214	259
VANDERBILT	952	1207	255
RICE	942	1324	382
CALIFORNIA	901	1202	301
NOTRE DAME	899	1220	321

\*USA TODAY (22 DEC 1993)

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ARMY ATHLETICS 96

RESOURCE ORGANIZATIONALLY,  
LOGISTICALLY, FISCALLY SOUND PROGRAMS

- Funds
- Facilities

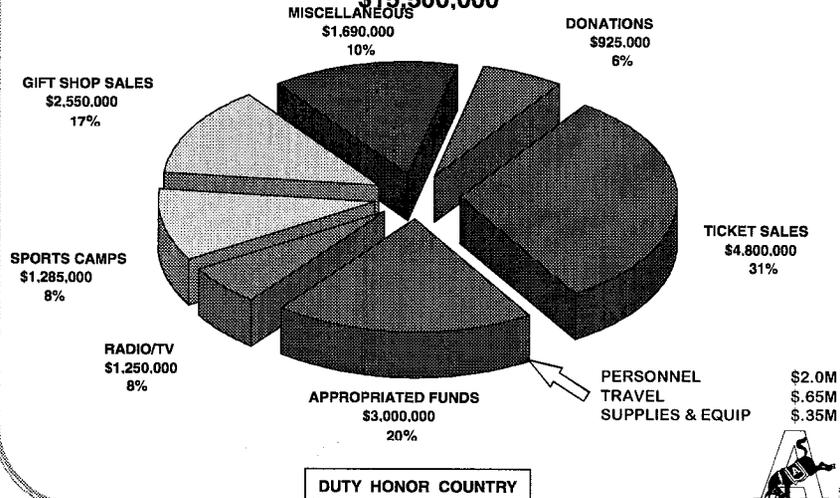
DUTY HONOR COUNTRY



ENCLOSURE 3  
to APPENDIX IV

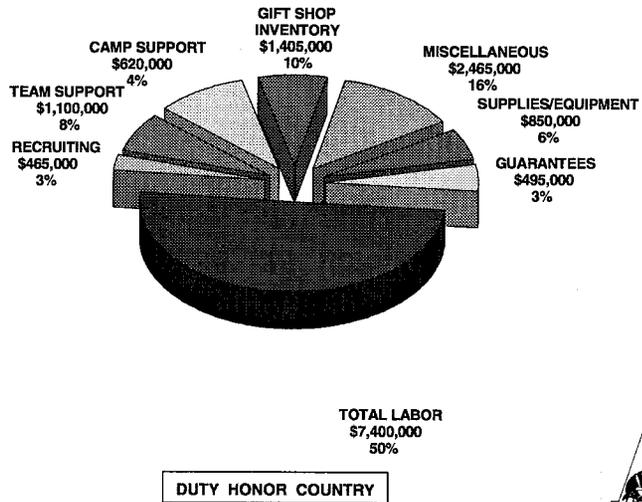
**ARMY ATHLETICS 96**

**FY 96 REVENUE**  
**\$15,500,000**



**ARMY ATHLETICS 96**

**FY 96 EXPENSES**  
**\$14,800,000**



ARMY ATHLETICS 96

**FY 96 NET INCOME**

<b>Revenues</b>	<b>\$15,500,000</b>
<b>Expenses</b>	<b>\$14,800,000</b>
<b><u>Capital Purchases</u></b>	<b><u>\$ 250,000</u></b>
<b>Net Income</b>	<b>\$ 450,000</b>

DUTY HONOR COUNTRY



ARMY ATHLETICS 96

**FACILITIES**

- **Ongoing Review to Upgrade Facilities**
- **Areas of Concern:**
  - **Football**
    - Locker Room**
    - Training Room**
    - Weight Room**
    - Press Box**
  - **Outdoor Track**
  - **Tennis**
- **Need to Prioritize Projects and Determine Sources of Funds (Appropriated or Gift)**

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ENCLOSURE 3  
to APPENDIX IV

**ARMY ATHLETICS 96**

**MAINTAIN GENDER EQUITY**

	<u># CADETS</u>	<u># ATHLETES</u>	<u>% PARTICIPATION</u>
<b>WOMEN</b>	466	162	35%
<b>MEN</b>	3441	765	22%

- 9 Women's Teams
- 15 Men's Teams
- Resources:
  - Practice/Competition Venues
  - Coach/Trainer Support
  - Comparable Budget/Team Support

**DUTY HONOR COUNTRY**



**ARMY ATHLETICS 96**

**CONFORM TO THE HIGHEST ETHICAL & COMPLIANCE STANDARDS**

- Full Time Compliance Coordinator at USMA
- Annual Oversight:
  - Athletic Committee
  - Patriot League Compliance Audit
  - Annual Review of Athletics to Policy Board
  - Annual Financial Audit
  - Periodic Audits by USMA Internal Review Office
- 1995 DODIG Inspection
- NCAA Certification Program

**DUTY HONOR COUNTRY**

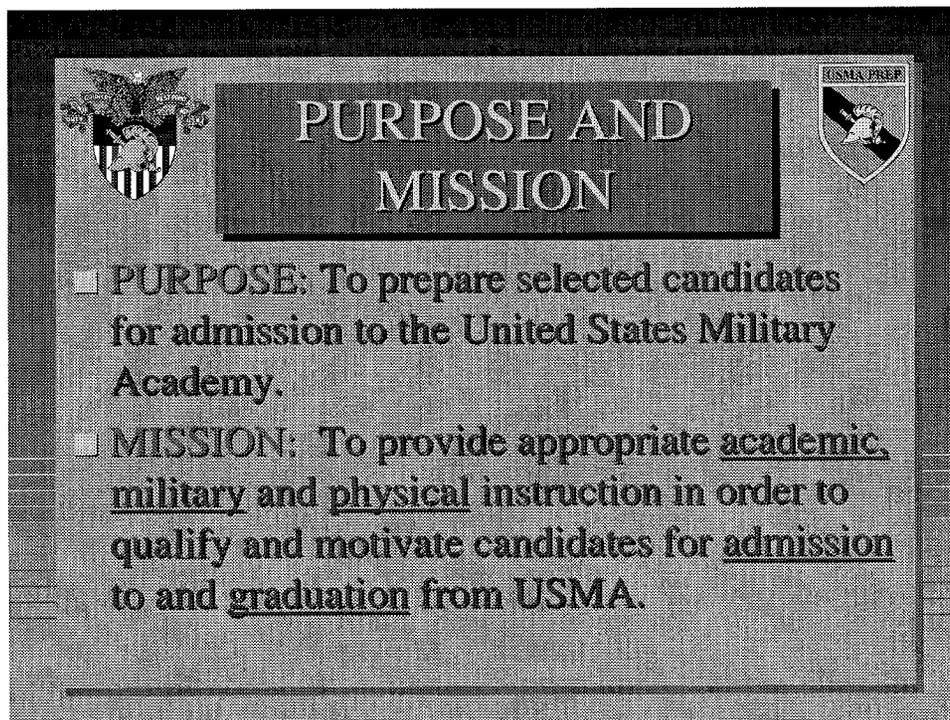
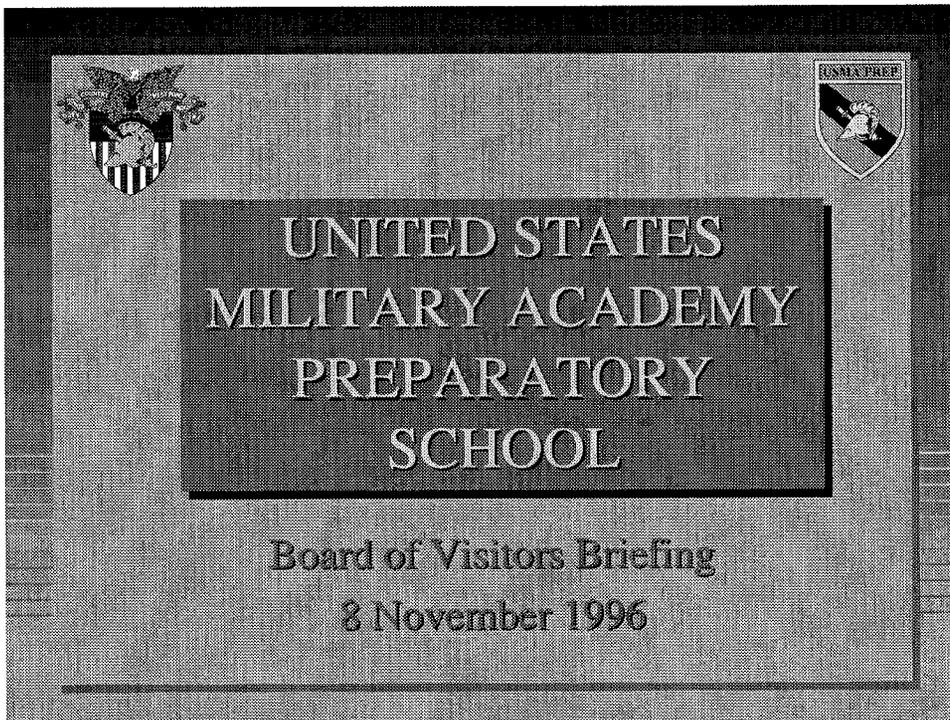


## LOOKING AHEAD

- **Continue efforts in leader development through participation in Intercollegiate Athletics**
- **Plan for and fund facilities**
- **Develop revenue sources**
- **Review conference affiliation for football**

DUTY HONOR COUNTRY



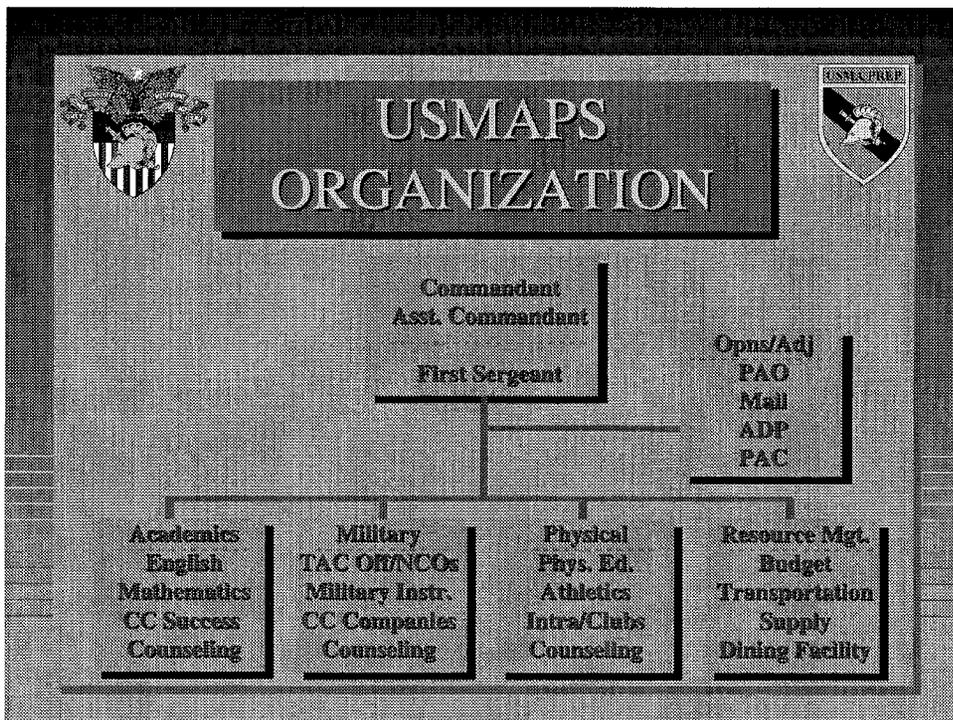




## VISION



- ❑ Provide a highly professional military school environment with a central focus on the character development of our candidates.
- ❑ Provide a challenging and tailored academic program to insure academic remediation to meet or exceed USMA standards.
- ❑ Provide growth for candidates in all areas with the clear goal of total success at USMA.
- ❑ Develop a top quality, highly motivated professional teaching faculty.
- ❑ Provide a positive and supportive environment for all staff and faculty as well as the candidates.





## GOALS

- INPUT
  - To enroll candidates who have demonstrated leader potential, but who require additional preparation to succeed at USMA.
- PROCESS
  - To operate efficiently.
  - To provide tailored instruction focused on candidate preparation for success at USMA.
  - To assess candidate preparation and motivation for admission to USMA.
- OUTCOME
  - To contribute qualified and motivated candidates in support of USMA's approved class composition goals.



## USMAPS CANDIDATE SELECTION

- Application *to* USMA *for* USMA
- Fully qualified  Competitive USMA appointments
- USMAPS Candidates
  - Non USMA qualified
  - Weakness can be remediated at USMAPS
  - Demonstrated leader potential
  - USMA Class Composition Goals




## USMA CLASS COMPOSITION GOALS

### INPUT

- × Top Scholars
- × Top Leaders
- × Top Athletes
- × Minority Representation
- × Soldiers
- × Women




## USMAPS CLASS COMPOSITION

CATEGORY		GOALS	'97
COMPONENTS:	RA	> 50%	48%
	IR	< 50%	47%
	NG/AR		5%
GENDER:	MALE	85-90%	90%
	FEMALE	10-15%	10%
MINORITIES:	AFRICAN AMERICAN	25-30%	20%
	HISPANIC	10-15%	11%
	OTHER		4%
	TOTAL		35%
RECRUITED ATHLETES:		<25%	25%



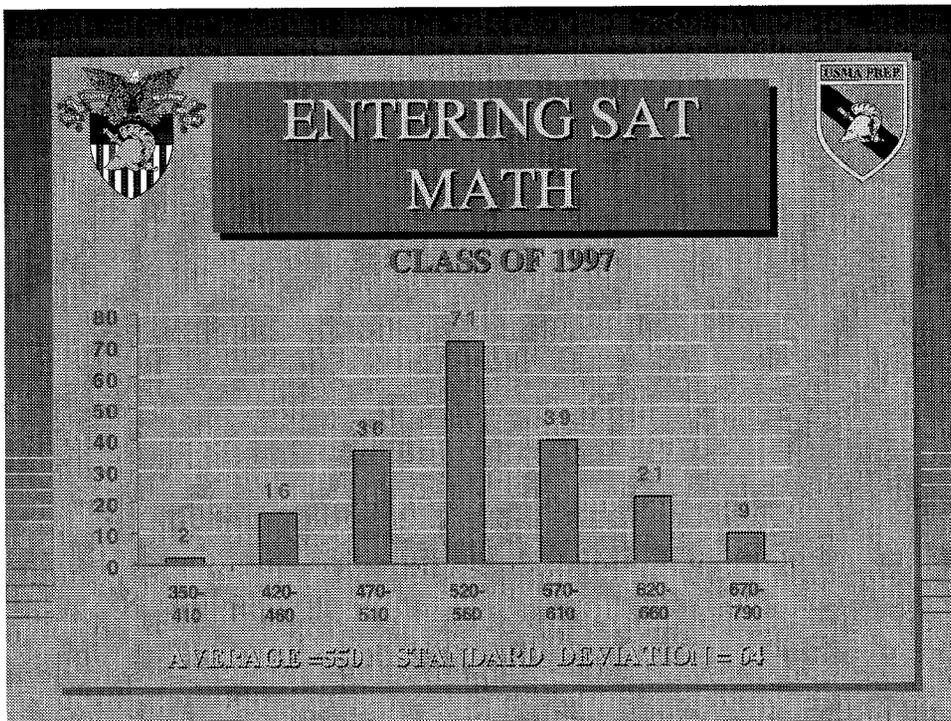

## ACADEMIC QUARTER

**QUARTER SYSTEM (40 CLASS DAYS PER QUARTER)**

- English - 60 Classes
- Mathematics - 80 Classes
- Student Success Course (if enrolled) - 20 Classes Available
- Military Instruction - 20 Classes
- Physical Education - 20 Two Hour Classes
- Athletic (Varsity and Club) Practices - 40 Two Hour Periods

*or*

- Intramurals - 24 Two Hour Periods
- Personal Fitness - 16 Two Hour Periods



ENCLOSURE 4  
to APPENDIX IV



# MATHEMATICS CURRICULUM



## FOUR TRACKS

- Advanced Placement Calculus
      - College Board approved Calculus Curriculum
      - AP National Test in Spring
      - CCM - Validation of a West Point Course
    - Discrete Math/Calculus
      - Discrete Math (Matrices, Vectors, Probability, Data Analysis, Curve Fitting)
      - Applications of Differential and Integral Calculus
  - Standard
      - Algebra
      - Geometry (short review)
      - Trigonometry
      - Calculus (Intro)
      - All are Applications driven
    - Fundamental
      - Coverage similar to Standard
      - Slower pace/ More drill
      - Fewer Applications



# ENGLISH CURRICULUM



- Three "Tracks;" Advanced, Standard, Fundamental
- Pace, amount, and depth of material varied
- Whole Language Approach
  - Reading
  - Thinking
  - Speaking
  - Writing

*Integrated*

- Review of standard formal written English and usage.
- Write personal narrative, expository, and argumentative compositions.
- Present informative and argumentative speeches.
- Improve reading and vocabulary skills.
- Develop thinking and logical reasoning skills.



## STUDENT SUCCESS COURSE



- Motivation and Self Confidence
- Reading "Effectively"
- Organizing a Notebook
- Notetaking (Mapping and Clustering)
- Responsibility and Self Knowledge
- Goal Setting
- Time Management
- Memory Devices
- Brain Strategies (VAK)
- Attention Focusing
- Phobia Regulation (Fear of Tests, Etc.)



## MILITARY INSTRUCTION



- 3 Week Candidate Orientation
  - Basic military skills (D&C, saluting, ranks, UCMJ, Etc)
  - Honor Introduction
  - Time Management / Financial Management
  - USMAPS Orientation
- Leadership Development
  - Chain of Command duties
  - Ethics
  - Counseling
  - CC Regulations
  - Personal Development
- Other Military Classes
  - Basic military information
  - Bedrock Values
    - Honor
    - Respect for Others
  - Introduction to West Point
    - Trip to West Point
    - Basic Plebe knowledge
    - What to expect



## PHYSICAL EDUCATION



- Emphasis is on preparation for the physical rigors of USMA
- Personal fitness, aerobics, weight training, team sports and *swimming*
- Includes classroom instruction on Fundamentals of Lifetime Fitness and Health



## EXTRACURRICULAR PROGRAMS



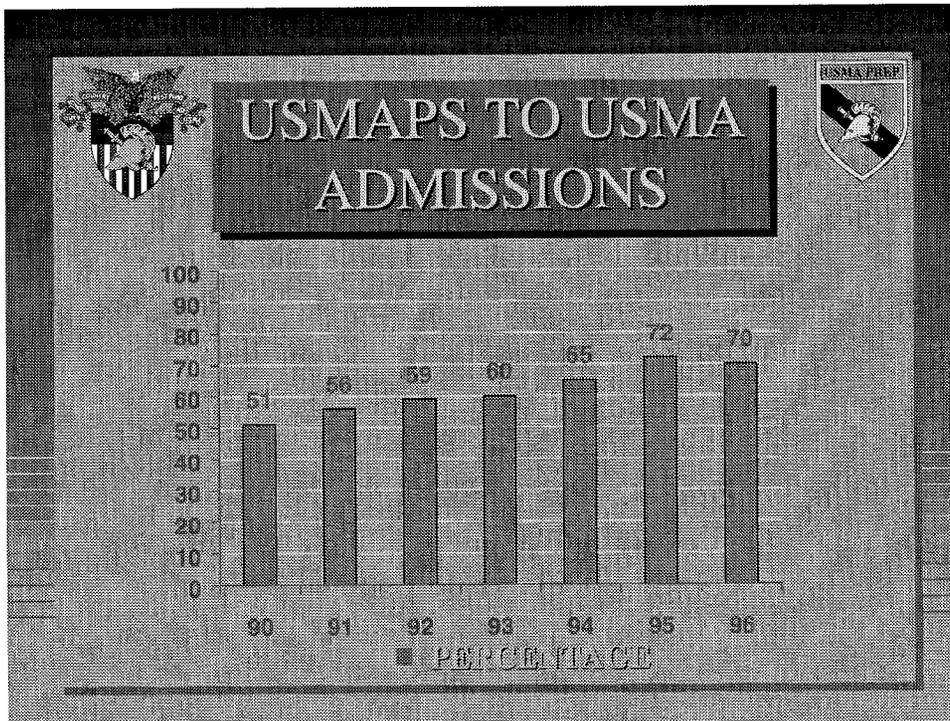
- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>■ Varsity Athletics</li> <li>Fall - Football, Soccer (COED), Women's Volleyball, Orienteering (COED)</li> <li>Winter - Men's and Women's Basketball</li> <li>Spring - Lacrosse, Outdoor Track (COED)</li> <li>■ Clubs           <ul style="list-style-type: none"> <li>- Yearbook, Fine Arts, Rabble Rousers, Religious Fellowship, Martial Arts, Track (Cross Country and Indoor), Swimming, Baseball, etc.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>■ Activities           <ul style="list-style-type: none"> <li>- Dances, Company Socials</li> <li>- Army/Navy Football Game</li> <li>- Sponsor Program</li> <li>- Graduation Dinner Dance</li> <li>- Other Activities organized and run by the Class</li> </ul> </li> </ul> |
|--|---|




## USMA ADMISSION

*"It's About Opportunity"*

- "All Qualified" System- Letters of Assurance given to all CCs.
- USMAPS POI and minimum standards based on USMA desired entry level skills.
- USMAPS Grading - Criterion Based
- Appointments to USMA based on:
  - Successful completion of USMAPS program
  - Commandant's Recommendation
  - Meet DOD medical standards
  - Approval by Admissions Committee, USMA



ENCLOSURE 4  
to APPENDIX IV



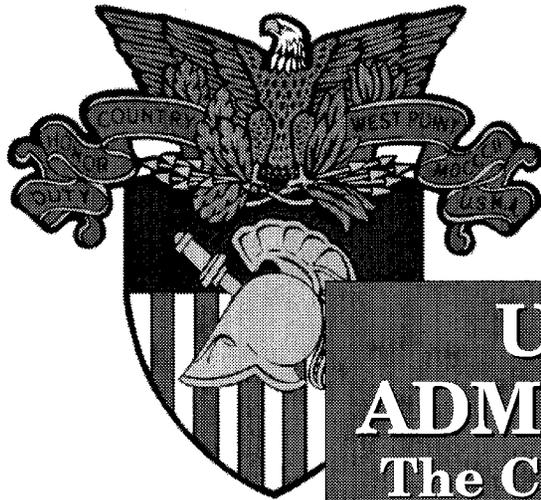
## USMAPS SUCCESS STORY

- USMA graduation rate  $\cong$  class rate
- Officer retention rate higher than USMA class rate at all ranks
- 12 First Captains
- Astronauts/Rhodes Scholars/West Point Professors and Department Heads
- Superintendent of USMA
- Superintendent of USAFA
- 62 General Officers
- 3 Medal of Honor winners



## UNITED STATES MILITARY ACADEMY PREPARATORY SCHOOL

DESIRE - FAITH - EFFORT



**USMA  
ADMISSIONS**  
The Corps Starts  
Here



**USMA ADMISSIONS**  
The Corps Starts Here

**DAD Mission**

from USMA Reg 10-1

- To enroll outstanding men and women each year who are motivated towards completion of West Point and a military career.
- To enroll a class of desired composition and diversity: scholars, leaders, athletes, African-Americans, Hispanics, women and soldiers.

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ENCLOSURE 5  
to APPENDIX IV



**USMA ADMISSIONS**  
The Corps Starts Here

**Class Composition Goals**

- Hispanic 4-6 %
- Native American .5-1 %
- African-American 7-9 %
- Asian-American 2-4 %
- Other minorities 2-3 %
- Scholars 20-25%
- Leaders 20-25%
- Athletes 20-25%
- Women 10-15%
- Soldiers 12-15%



**USMA ADMISSIONS**  
The Corps Starts Here

**Minority Admissions: The Challenge**

Seniors nationwide with SAT Scores over 1000

	<u>Male</u>	<u>Female</u>	<u>Total</u>
African-Americans	5,126	6,703	11,829
Hispanic	6,627	7,009	13,636

Source: the College Board/1996

- USMA entry score above risk level = 1120 (560V, 560M)
- USMAPS entry score generally at or above 1000



## USMA ADMISSIONS

The Corps Starts Here

### Minority Admissions: The Challenge

Five criteria important to admission at highly selective colleges:

- GPA  $\geq$ 3.5
- SAT  $\geq$ 1100
- 4 credits English; 3 cr math, science, social studies; 2 cr foreign language
- Positive teacher appraisals
- Participation in two or more extra-curricular activities

Number of 1992 high school graduates classified as meeting the five criteria:

**African-American:** only **1,166** or **0.4%** of 291,460 African-American H.S. grads

**Hispanic:** only **4,594** or **2.5%** of 183,740 Hispanic H.S. grads

Source: U.S. Department of Education Study *Making the Cut: Who Meets Highly Selective College Entrance Criteria*, April 1995

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## USMA ADMISSIONS

The Corps Starts Here

### African-American Candidate Tasks

- Identification
  - Contact
  - Shaping
  - Nurturing
  - Decision
  - Closure
- 
-



# USMA ADMISSIONS

The Corps Starts Here

## Minority Admissions

Class of '00

<u>Ethnicity</u>	<u>ARMY</u>	<u>NAVY</u>	<u>AIR FORCE</u>
Black	83	71	80
Hispanic	56	86	85
Asians	70	53	47
Native Am	10	9	14
Other Minorities	<u>18</u>	<u>0</u>	<u>1</u>
Total	237	219	227



# USMA ADMISSIONS

The Corps Starts Here

## Admissions Data

<u>Category</u>	<u>CI 2000</u>	<u>CI 1999</u>	<u>CI 1998</u>	<u>CI 1997</u>
Applicants:	12,881	12,431	13,011	13,310
Nominated:	4,395	4,565	4,325	4,537
Qualified:	2,071	2,054	2,047	2,324
Offered:	1,651	1,665	1,633	1,615
Accepted:	1,187	1,187	1,155	1,217

ENCLOSURE 5  
to APPENDIX IV



## USMA ADMISSIONS

The Corps Starts Here

### Admissions Data

<u>Category</u>	as of 1 NOV 95	as of 30 OCT 96
	<u>CI 2000</u>	<u>CI 2001</u>
<b>Applicants:</b>	<b>9,453</b>	<b>10,572</b>
<b>Nominated:</b>	<b>600</b>	<b>565</b>
<b>Letters of Assurance:</b>	<b>17</b>	<b>561</b>
<b>Offered:</b>	<b>0</b>	<b>9</b>



## USMA ADMISSIONS

The Corps Starts Here

### Accelerated Admissions

- Catalogs, posters, media out earlier
- Second Step Kits sent during the summer
- Early Offer Policy
  - aggressive approach to highly qualified candidates
  - given to select individuals to fulfill class composition goals
  - contingent upon completion of file/nomination/medical
- Simplified LOA Guidance
- Changes to ABDSQCC

ENCLOSURE 5  
to APPENDIX IV

== GO ARMY !! ==



== BEAT NAVY AND AIR FORCE !! ==

ENCLOSURE 5  
to APPENDIX IV



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

March 11, 1996

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 1996 United States Military Academy Board of Visitors.

SENATOR THAD COCHRAN, Chairman  
MR. JAMES H. BILBRAY, Vice-Chairman  
SENATOR HARRY M. REID, Member  
SENATOR KAY BAILEY HUTCHISON, Member  
REPRESENTATIVE SUE W. KELLY, Member  
REPRESENTATIVE JOHN M. McHUGH, Member  
MR. JEFFREY H. SMITH, 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 "John J. Luther".

JOHN J. LUTHER  
Lieutenant Colonel, U.S. Army  
Executive Secretary

**MATERIALS FURNISHED TO  
THE 1996 BOARD OF VISITORS**

**Report of the 1995 Board of Visitors**

**ORGANIZATION MEETING**

**Presentations/Handout Materials:**

**Command and Control of USMA  
Baseline Funding Update  
Hotel Thayer Status  
Class of 2000 Admissions Status**

**APRIL MEETING**

**Read Ahead Material: Commandant's Briefing**

**Information Papers:**

**Academic Program  
Faculty Restructure**

**Presentations/Handouts:**

**Academic Program Review  
Military Program Review  
Superintendent's Honor Review Committee Report  
Class 2000 Admission Status  
Use of World Wide Web at USMA  
Performance Enhancement Center  
Company Honor Education Teams**

**JULY VISIT**

**None**

**NOVEMBER MEETING**

**Read Ahead Material:**

**USMA Responses to the 1995 Recommendations of the Board  
Summarized Minutes from April 1996 Meeting**

**Presentations/Handouts:**

**United States Military Academy Preparatory School Briefing  
Intercollegiate Athletic Program Brief  
Admissions Update Class 2001 Status  
Proposed Revitalization of USMA Arvin Cadet Physical Development Center**

**USMA 1996-97 Catalog**

## 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.

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