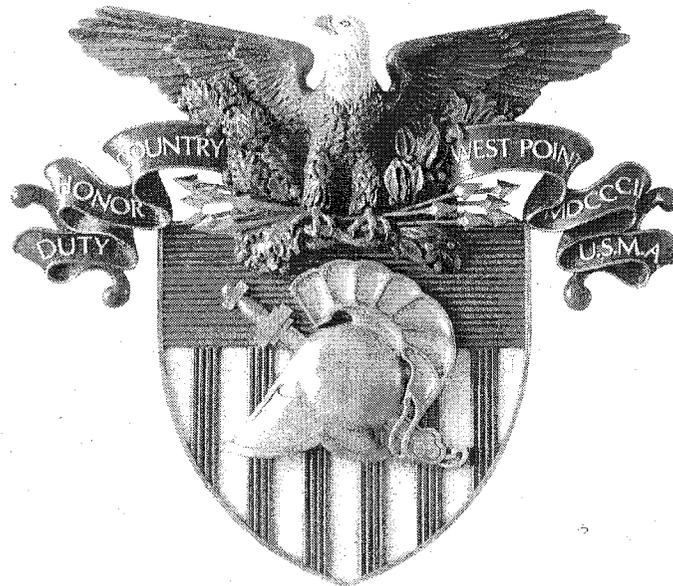


1999

ANNUAL REPORT

UNITED STATES MILITARY ACADEMY

BOARD OF VISITORS



DECEMBER 31, 1999

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

**REPORT OF THE 1999 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, 1999**

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

Kay Bailey Hutchison, Texas
Jack Reed, Rhode Island
Frank R. Lautenberg, New Jersey
Rick Santorum, Pennsylvania

Representatives

Sue W. Kelly, New York
John M. McHugh, New York
Charles H. Taylor, North Carolina
Ike Skelton, Missouri

Presidential Appointees

Lieutenant General (Retired) Marc A. Cisneros, Office of the President, Texas A&M University – Kingsville, MSC Box 101, Kingsville, Texas 78363 (Appointed 1997 to serve through 1999)

Mr. Carroll W. Conn, 195 North 11th 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)

Mr. James Kimsey, 1700 Pennsylvania Ave., Suite 900, Washington, DC 20006 (Appointed in 1999 to serve through 2001)

Mr. William F. Murdy, 71 St. John Place, New Canaan, Connecticut 06840 (Appointed in 1999 to serve through 2001)

BG (R) Jude W. Patin, 613 Woodgate Blvd., Baton Rouge, Louisiana 70808 (Appointed in 1999 to serve through 2001)

3. **EXECUTIVE SECRETARY.** Lieutenant Colonel Joseph A. Dubyel, Secretary of the General Staff, USMA served as the Executive Secretary to the Board from January 1 through July 26, 1999. Lieutenant Colonel Lawrence J. Verbiest, Secretary of the General Staff, USMA served as the Executive Secretary to the Board from July 26 through December 31, 1999.

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 1999.** The 1999 Board of Visitors held three meetings during the year. The organization meeting was held in Washington, D. C. on March 3, 1999. A second meeting was held at West Point on May 3, 1999. On July 13-14, 1999, members of the Board made individual visits to cadet summer training. The Annual meeting was held at West Point on November 19, 1999.

b. **March 3, 1999, Washington, D. C.** The organization meeting of the 1999 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 three Presidential Appointees. A quorum was achieved. Senator Kay Bailey Hutchison was re-elected Chair and Congresswoman Sue W. Kelly was elected Vice-Chair. The Executive Committee was named. Senator Jack Reed, Senator Rick Santorum, Congressman Charles Taylor, Congressman John McHugh, BG (R) Jude W. Patin, Mr. William F. Murdy, and Mr. James Kimsey were appointed as members in addition to the Chair and Vice-Chair. 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. **May 3, 1999, West Point, NY.** This meeting at West Point was attended by two members from the House of Representatives, and four Presidential Appointees. A quorum was achieved. The Superintendent updated the Board on events and issues ongoing at the Academy since the last Board meeting in March. Members also received an update briefing on the Class of 2003 admissions status, and reviews of the Academic, Military, and Physical programs. The Board met in round table discussions with Faculty.

Summarized minutes for this meeting are at Appendix III. This meeting was open to the public.

d. July 13-14, 1999, West Point, NY. One member of the Board elected to visit cadet summer training.

e. November 19, 1999, West Point, NY. The annual meeting of the 1999 Board of Visitors was held in accordance with the provisions of Sections 4355(d) of Title 10, United States Code, at West Point. Secretary of the Army Louis Caldera, three members of the House and four Presidential appointees attended this meeting. A quorum was achieved. The Board's Annual Report to the president was prepared. The Superintendent provided the Board an update on events and issues ongoing at the Academy since the May 3, 1999 meeting. The Board also received briefings on the Bicentennial Campaign, International Cadet Program, Athletic Program and United States Military Preparatory School (USMAPS) Programs. Summarized minutes for this meeting are at Appendix IV.

7. CONCLUSIONS AND RECOMMENDATIONS.

a. General Conclusions.

The United States Military Academy, in its 197th year, continues to provide the Army with leaders of character who are inspired to a career in the armed forces. The Board of Visitors strongly affirms that the Academy is of exceptional value to the nation as measured by the quality of young men and women it develops. The Board of Visitors considers the Academy the premier leader development institution in the world.

The Board also commends to your attention one member, Mr. Carroll Conn, whose appointment expired in 1998; and one member, Mr. Robert Lyford, whose appointment expired in 1997. All will continue to serve on the Board until a replacement is appointed. The Board extends its appreciation for their dedication and continued outstanding service.

The Board accepts without reservation the responses of the Department of the Army and the Academy to the recommendations in the 1998 Report.

b. Specific Conclusions and Recommendations:

(1) **Conclusion:** **Arvin Cadet Physical Development Center.** The Board continues its strong support for the revitalization of the Arvin Cadet Physical Development Center. The Board will closely monitor the status of future funding increments and notes with particular concern the most recent indications that appropriations for this project may be capped at \$63M.

Recommendation: The Board requests continuous updates on the status of funding for the revitalization of the Arvin Cadet Physical Development Center.

(2) **Conclusion:** **Impact Aid to Highland Falls.** The Board notes the continued need for the federal government to provide aid to the Highland Falls/Ft. Montgomery School District.

Recommendation: The Board continues to strongly support Department of the Army and Academy efforts to obtain a permanent long-term commitment to provide Impact Aid to the Highland Falls/Fort Montgomery School District.

(3) **Conclusion:** **Assignment to USMA and OPMS XXI.** The Board notes the initiative outlined by the Academy to adjust the timing for future faculty to attend Advanced Civil Schooling (ACS) and to address alternatives for military faculty in achieving MEL-4 level (Command and Staff College) schooling. The Board is concerned that as we initiate OPMS XXI, assignment policies might negatively impact the quality of the rotating military faculty. The Board notes the continued need to attract the highest quality officers from the Army to serve as staff and faculty at the Academy.

Recommendation: The Board strongly supports the Academy's initiatives to attract quality officers from all branches for the rotating staff and faculty. The Board requests an update on the initiative to have USMA assigned officers complete MEL-4 schooling without an additional year at Ft. Leavenworth.

(4) **Conclusion:** **USMA Budget.** The Board notes with concern continued challenges in meeting the resource needs at the Academy with adequate appropriated fund support from the Army. The Board notes the need for increased resources for the Military Academy above a Minimum Sustainment Level in order to meet the challenges of remaining a competitive university. The Board continues its strong support for the resources necessary to meet the infrastructure challenges at the Military Academy and to address additional program shortfalls into the future.

Recommendation: The Board continues its strong support of steady resourcing of the USMA and requests to be updated on the status of funding for the Academy for both the current and future years. In particular, the Board desires to be kept completely

informed on the Academy's Refocus effort to obtain additional resources from the Department of the Army.

(5) **Conclusion: Academic Program.** The Board applauds the Academy's continued excellent performance in academics highlighted by the selection of Cadet Walter Cooper as a Rhodes, Marshall, and Truman scholar. The Board supports the Academy's strategy in executing the academic program outlined in the pamphlet "Educating Army Leaders for the 21st Century." The Board commends the Academy for its extensive work in producing an extremely useful self-assessment as part of the Middle States Accreditation process.

Recommendation: The Board applauds the Academy for the success achieved during the recent visit by the Middle States Accreditation Team. The Board requests a detailed update on the final report once it is available.

(6) **Conclusion: Assessment of Cadet Development with regards to Bedrock Values.** The Board strongly supports the initiative of the Academy in establishing a Center for the Professional Military Ethic.

Recommendation: The Board applauds the establishment of the Center for the Professional Military Ethic. The Board requests periodic updates on the Values Education Program.

(7) **Conclusion: Faculty Structure and Morale.** The Board continues its interest in faculty structure and faculty morale.

Recommendation: The Board requests periodic updates on faculty structure and morale, including a report on the results of the Command Climate Survey for the Dean's activity.

1999 UNITED STATES MILITARY ACADEMY
BOARD OF VISITORS



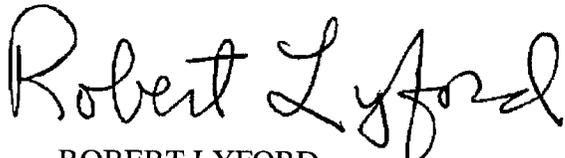
SUE KELLY
United States House of Representatives
Vice-Chair, 1999 Board of Visitors



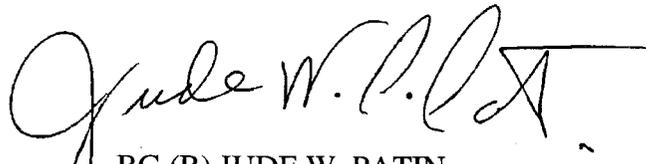
CHARLES TAYLOR
United States House of Representatives



JOHN M. MCHUGH
United States House of Representatives



ROBERT LYFORD
Little Rock, Arkansas



BG (R) JUDE W. PATIN
Baton Rouge, Louisiana



WILLIAM F. MURDY
New Canaan, Connecticut



JAMES V. KIMSEY
Washington, D.C.

**SUMMARY OF ACTIONS TAKEN IN RESPONSE TO THE 1998
RECOMMENDATIONS OF THE BOARD
As of 19 November 1999**

TITLE AND DATE OF REPORT: Annual Report, United States Military Academy 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 1998 recommendations of the Board:

1. TOPIC: IMPACT AID TO HIGHLAND FALLS.

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

USMA RESPONSE: The United States Military Academy continues to work with the local school officials, the Assistant Secretary of the Army for Manpower and Reserve Affairs, and the Military Impacted Schools Association (MISA) on seeking a more permanent solution to the Impact Aid challenge. The FY00 Department of Education appropriation on Impact Aid indicates the local school district should receive the same level of support in FY00 as in FY99, \$1.13M. Sustainment of this level of appropriation in the out years will ensure the school district is able to meet its educational needs for a robust capital improvement program.

2. TOPIC: CADET SUMMER TRAINING.

RECOMMENDATION: The Board supports recent revisions to the summer training program and strongly recommends that the Academy continue its strong commitment to providing this high quality training to cadets. The Board requests an opportunity to continue to observe cadet training during the summer.

USMA RESPONSE: USMA continues to emphasize military training activities conducted during the summer months as the centerpiece for the Military Program. Under the Commandant's responsibility, this multi-echelon training program provides cadets with sequential and progressive leadership opportunities, exposure to Army training units, and high intensity/inspirational military skills training. Organized and executed by the Department of Military Instruction and the Brigade Tactical Department, these activities have a "low cost – high payoff" impact on the overall development of cadets. Conducting both Cadet Basic and Cadet Field Training at USMA efficiently integrates cadet leadership opportunities with required military training. Exposure to the wide range of

Army operations (like Mounted Maneuver Training at Ft. Knox), attendance at various military schools, and assignments with active Army units add critical realistic aspects to the Military Program. Leveraging training support from local Army Reserve and National Guard units exposes cadets to Reserve Component forces and maximizes efficient use of resources for these units and USMA. This highly successful training program, in its current form, will remain an essential component of the USMA experience for the foreseeable future.

3. TOPIC: LEADERS FOR THE 21ST CENTURY.

RECOMMENDATION: The Board endorses the Academy's strong commitment to a balanced and integrated approach to leader development and education and recommends that the Academy continue its efforts to strengthen its programs in this manner.

USMA RESPONSE: The Academy continues to assess and refine all aspects of the program to ensure that America is provided with competent officers to lead its Army in the 21st Century. The Academy recently completed a thorough reaccreditation evaluation. Although the final results of the reaccreditation are yet to be published, the evaluation team concluded that the Academy is a healthy, vibrant institution that is achieving excellence in accomplishing its mission. The evaluation team was extremely positive about the outcomes assessment system we have put in place in the Academic Program during the last decade. The Academy is confident that the programs currently in place will ensure that the U.S. Army has effective officer leadership to meet the challenges of the 21st Century.

4. TOPIC: USMA BUDGET.

RECOMMENDATION: The Board continues its strong support of steady resourcing of the USMA and requests to be updated on the status of funding for the Academy for both the current and future years.

USMA RESPONSE: USMA reports that the ARSTAF supports the requirement assessment effort called "Refocus." The Refocus effort is designed to test the hypothesis that annual appropriated funding levels set in the past, based on comparisons with other Army organizational entities, has led to inadequate funding, resulting in a competitive disadvantage for the Academy in the higher education marketplace. The general methodology of the Refocus effort is to use information gathered for similar quality tier I colleges and universities to determine what is the right level of funding necessary to sustain quality performance. In addition, a parallel effort is underway to see what modifications to the Army Installation Management Headquarters Information (AIM-HI) model for real property and base operations requirements need to be made. The results of both approaches will be blended to one, and will be briefed on a preliminary basis to the Army Leadership in the first quarter of FY00; West Point's ultimate goal is to include the Refocus results as a "competitive funding level" for the Army's 02-07 POM development.

5. TOPIC: ARVIN CADET PHYSICAL DEVELOPMENT CENTER.

RECOMMENDATION: The Board requests continuous updates on the status of funding for revitalization of the Arvin Cadet Physical Development Center.

USMA RESPONSE: Congress fully authorized the Arvin Cadet Physical Development Center in FY99 at a cost of \$85 million and authorized the appropriation of \$12 million in FY99 for Phase I. Phase I is under construction. The New York District, Corps of Engineers (NYDCOE) is continuing the design for Phases II and III at a Program Amount of \$72.5 million. Based on the latest directive received from Department of the Army, the Program Amount is phased over three fiscal years; (\$14 million in FY00, \$14.5 million in FY01 and \$44 million in FY02). Design for Phases II and III is scheduled to be complete in early 2000. USMA is exploring the possibility of requesting advanced appropriation in FY00 for the \$73 million required for Phases II and III. An advanced appropriation will allow USMA to construct Phase II and III by the most effective method. In August 1999, the Academy learned that the FY00 Milcon Appropriations law provides \$14 million against the original request for \$28.5 million. The conferees raised a new issue that the \$85 million cost is excessive based on their understanding that \$17 million was included for seismic upgrades. They therefore capped the total project at \$63 million. If this language results in a directive to refocus the current design effort to design a \$63 million project, this will result in a reduction in scope, a major redesign effort at additional cost and time, and serious delay with project completion. Cadets are already in temporary facilities and scarce barracks space is preempted while demolition occurs. The Academy is currently working with the Department of the Army to keep the Arvin CPDC on track and fully funded at \$85 million. USMA will provide the Board with continuous updates on the status of funding for the project.

6. TOPIC: FACULTY STRUCTURE AND MORALE.

RECOMMENDATION: The Board requests an update on faculty structure and morale including a report on the results of the command climate survey assessing military and civilian morale.

USMA RESPONSE: Current Faculty Structure:

Civilian Faculty = 20.6% (18% Full Professor, 29% Associate,
45% Assistant Professors, 8% Instructor)

Military Faculty = 79.4% (4.4% PUSMA, 10.6% Academy
Professors, 85% Rotating Faculty)

Command Climate Survey:

As in previous years, the Dean administered the command climate survey to examine the morale and organizational climate within the Dean's activity. Once again, the instrument

was improved over earlier versions through guidance from the Assessment Steering Committee and an analysis of last year's results. The instrument consists of both open- and closed-ended questions measuring distinct dimensions of organizational climate, to include morale. Demographic information provided by the survey allows for statistical analysis between the military and civilian faculty groups.

The current Climate Survey result indicates no statistically significant difference in the morale dimension between the military and civilian faculty (4.21 and 4.34 respectively on a 5-point Likert Scale.) This represents a very high level of morale among the USMA faculty.

As reported in the past, the Dean continues efforts to fully integrate the civilian and military faculties. This year's Review and Analysis briefings to the Dean by each Academic Department Head specifically requires comments regarding this integration to ensure progress is occurring within the Academy.

7. TOPIC: INTERNATIONAL CADETS.

RECOMMENDATION: The Board requests continuous updates on the impact of the reduction in the Secretary of Defense full cost waiver authority has had upon the size of the international cadet population at the Academy.

USMA RESPONSE: Legislation affecting tuition cost waivers for international cadets to attend USMA continued to effect admissions, though recent changes in the NDAA of 2000 will improve the situation significantly. Previously, all international cadets in the Class of 2001 and prior were "grandfathered" with regards to tuition waivers. Beginning with the Class of 2002, USMA was only authorized a total of five full waivers. Partial waivers, of up to 35% of the tuition costs, were unlimited in number. In late May 1999, the Office of the Secretary of Defense for International Relations headed a legislative effort to increase the number of full waivers to ten. With this change, USMA had six full waivers available to offer international cadets in the Class of 2003. The recently passed NDAA of 2000 has increased the 35% limit for partial waivers to 50% and increased the number of cadets for which more than 50% could be waived from five to 20.

For the Class of 2003, full tuition waivers were granted to candidates from Bulgaria, Estonia, Lithuania, Nicaragua, Romania and Turkey. Additional candidates from Bulgaria and Turkey (one from each country) declined their offers of admission based on not receiving a full tuition waiver.

International Cadets have been an integral part of the Corps since 1816, and while restrictions on tuition waivers will not have an effect on our ongoing admissions process and assessment of candidates, it may have an impact on the end result. As evidenced by the Bulgarian and Turkish example from the Class of 2003, foreign nations (especially developing countries) may not have the means to afford sending qualified candidates to

the Academy. Thus, filling our goal of ten international cadets per year may be difficult to obtain.

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SUMMARIZED MINUTES
1999 BOARD OF VISITORS ORGANIZATIONAL MEETING
MARCH 3, 1999
WASHINGTON, DC

1. MEETING CONVENED. The Organizational Meeting of the 1999 United States Military Academy Board of Visitors was called to order by Senator Kay Bailey Hutchison, Chairperson, at 9:15 a.m., March 3, 1999, in the Veteran Affairs Committee Room, Senate Russell Office Building, Washington, DC.

2. ADMINISTRATIVE REMARKS. The Executive Secretary, Lieutenant Colonel Joseph A. Dubyel, announced for the record those present at the meeting:

Honorable Kay Bailey Hutchison
Brigadier General (Retired) Jude W. Patin
Mr. James Kimsey
Mr. William Murdy

Other members arriving shortly after the Chair called the meeting to order were:

Honorable Jack Reed
Honorable Rick Santorum
Honorable Charles Taylor
Honorable John McHugh
Honorable Sue Kelly

a. Also present were: Lieutenant General Daniel Christman, Superintendent; Major General Bruce Scott, Chief of Legislative Liaison; Brigadier General John Abizaid, Commandant of Cadets; Brigadier General Fletcher Lamkin, Dean of the Academic Board; Mr. Dave Davis, Legislative Assistant to Senator Hutchison; MAJ Sue Riopel, Legislative Assistant to Congressman Taylor; Ms. Carolyn Holmes, assistant to Congresswoman Sue Kelly; Colonel Randy Bookout, Chief, Army Senate Liaison; Lieutenant Colonel Rob Dow, Office of the Deputy Chief of Staff of Personnel at Department of the Army; Lieutenant Colonel Terry Kelly, Office of Congressional Liaison; Major John Moellering, Aide to the Superintendent; Ms. Cynthia Kramer and Ms. Kathy Smith, Administrative Assistants to the Board; Mr. Don Boyle and Mr. William Blauvelt, Directorate of Information Management.

b. Lieutenant Colonel Dubyel advised the Chair that a quorum was not present under the Rules of the Board and that he would announce to the Board when a quorum was present in order for the Board to elect officers, appoint the Executive Committee and select meeting dates. LTC Dubyel noted supporting materials were at each member's place.

3. CHAIRMAN'S REMARKS. Senator Kay Bailey Hutchison opened the meeting by thanking everyone for attending and welcomed the new members to the Board, BG(R) Jude Patin, Mr. James Kimsey, Mr. William Murdy as well as Senator Rick Santorum. She also expressed her appreciation to former members who had just gone off the Board – Senator Dan Coats, Congressman Bill Hefner, Former Congressman Jim Bilbray, Dr. Mady Segal, and Mr. Jeff Smith. Senator Hutchison requested that the meeting start with the Superintendent's update, since a quorum was not yet present.

4. REMARKS BY THE REPRESENTATIVE OF THE SECRETARY OF THE ARMY. MG Scott, Chief of Legislative Liaison, the Senior Representative from the Army Staff, stated that the Secretary was pleased with service of the Board and delighted with the appointment of the new members. At the Secretary's first hearing, for the posture statement, he noted the great men and women serving in the Army and the great quality of leadership that West Point is producing. The Secretary believes that it is absolutely vital the institution stays strong, that the Army of the next century will require even more of the great leadership that West Point provides. MG Scott concluded saying he was pleased to be able to attend and represent the Secretary and would carry back any messages as needed.

Senator Hutchison stated that she is gratified by the quality of the seniors that are applying to the military academies. She expressed a concern for the number of cadets that want to become pilots and the need to insure the importance of the other things we can do on the ground is emphasized. Lieutenant General Christman stated that for the first time in about ten (10) years West Point has had more seniors want to join the Infantry Branch than spaces that are available through Department of the Army. BG Abizaid added that there are still plenty of people who want to be aviators. Major General Scott noted that the Army issue with pilot retention, unlike the other two services, has more to do with warrant officers flying Apache helicopters and with the repetitive reassignments overseas, to Bosnia essentially.

5. SUPERINTENDENT'S REMARKS AND ISSUES UPDATE.

a. **INTRODUCTORY REMARKS.** The Chairman asked the Superintendent for his remarks and update to the Board on Academy issues since the Board's last meeting in November 1998. Lieutenant General Christman informed the Board that he has included in their folders a personal letter to each of them along with copies of the presentation that was provided to Secretary Caldera at the USMA Forum on 25 February 1999. He began his remarks with a brief discussion of the Academy mission statement with a focus on producing leaders for our Army.

b. **PUBLIC FUNDING.** Lieutenant General Christman stated that a concern of his since he took over as Superintendent, has been the implication of the uneven and uncertain

funding patterns for the Military Academy. Throughout the 1980's and into the early 1990's, the dollars allocated to West Point were insufficient to maintain West Point's infrastructure. Budget plus-ups to West Point in 1992 through 1997 were used to repair the infrastructure but fell short of needs. In order to meet infrastructure repair and maintenance needs and to prevent a reoccurrence of past infrastructure decay, the Superintendent has outlined to the Army leadership, and received their support of, a Minimum Sustainment Level (MSL) of funding for the Academy of \$171 million in 1998 dollars. There are still some significant needs above what MSL will support and the Academy is working closely with the Army leadership to meet these needs. Minimum Sustainment Level is just that. It sustains the Academy minimally. It does not restore USMA's health and it is the significant challenge we face in the years ahead. The Superintendent emphasized that not only did near-term funding need to be steady and significant, but in the outyears, additional money will be required to insure the Academy remains a first class institution in facilities, staffing and programs in order to compete with peer institutions the top for high school graduates.

Two examples of the infrastructure challenges facing USMA are Mahan Hall for academic accreditation and family housing for officer retention. Mahan Hall, the home of the Engineering programs, will require about \$50 million for repairs. The cost grew by \$13 million in just the last nine months. The Academy will work with the Army for FY 2000 and 2001 budgetary supplementals and so far there has been reasonable assistance from the Army to accommodate those needs. LTG Christman emphasized that repairs such as those needed for Mahan Hall are essential as academic accreditation depends in part, upon on showing The Middle States Association, the accrediting board, that we have enough money programmed for the facilities part of the academic program.

At the November 1998 meeting, the board was apprised of the absolutely deplorable condition of approximately two-hundred (200) housing units in which captains and majors reside. The house with the open sewer in the kitchen was in this New Brick Housing Area. The Army's housing privatization initiative led to the loss of some housing construction dollars. The Academy's need is that until the privatization funding plan is finalized, some short term dollars, to bridge the gap to repair things like sewage lines under kitchens are needed because of the impact on retention of junior officers. The issue of junior officer retention is multi-faceted involving pay, operations tempo and housing. This housing is some of the worst and the Academy needs some help to fix it.

The challenge the USMA faces, is that as a degree granting institution, it is in the middle of a war with its peer competitors to continue to improve our facilities to ensure the 21st century does not leave us behind. Headlines show that Columbia and Yale have extensive building and modernization projects ongoing. Even the Naval Academy is in the middle of an enormous expansion effort. The types of things that are being done with government funds at USMA to keep pace include renovating, not expanding, the library; renovating Grant Barracks (putting in fiber optic cable); and renovating/modernizing the Cadet Physical Development Center (CPDC). Thanks to the help of the board, Congress and the Army, this \$85 million appropriated construction project for the CPDC will be underway in June. The Superintendent requested the continued support of the Board to insure all future funding increments remain on track for this, the most significant new effort we have.

c. **PRIVATE FUNDING.** The Hotel Thayer renovation is all privatized, and renovations are on track. There should be about 150 rooms open by the summer of 1999 with possibly 140 rooms without a kitchen ready by graduation in May. By the end of the summer the kitchen and rooms for the entire first phase should be on line. The second phase, which adds a conference facility, is dependent on the private developer raising funds. Congresswoman Kelly expressed concern regarding the Hotel Thayer possibly not being available during graduation. She asked what is going to be done, and what help she could offer for the families that are planning on those rooms. The Superintendent stated that there are approximately 95 families with reservations at the Hotel Thayer for graduation. The private developer has secured alternative sites at nearby hotels and motels for these individuals should the Hotel Thayer be unable to accommodate them.

The Superintendent stated that the Academy has been increasingly active on the private side to fund programs where, even if we were to receive robust government funding, we couldn't expect to use appropriated dollars. Some examples are for a track complex, indoor tennis center, or a weight room for the football team. As part of an intensive fund raising effort, the Academy has increased its private fund raising level from \$10 million to nearly \$25 million per year in the last two years alone. The bulk of that money will directly support cadet programs. Senator Hutchinson asked how much of that funding would be for capital improvements and how much for direct cadet assistance. The Superintendent informed the board that slightly over half of this amount would be for capital improvements. Much of the amount raised is directed giving to particular programs such as cadet activities. For example, the rugby team, the cadet chapel choir, or to fund academic chairs which the Academy currently has three already privately funded.

The Academy leadership has identified needs that can be met by private giving and the Association of Graduates, a 501C organization, has set a fund raising campaign goal of \$150 million by the Academy's Bicentennial Year, 2002. The Bicentennial Campaign will be publicly announced in New York City on Friday, May 7, followed a parade the next day at West Point. The Association of Graduates reports that almost \$85 million of the \$150 million is already pledged with \$36 million in hand. For West Point, for a first effort campaign, that is impressive. Senator Hutchison and Mr. Kimsey applauded the effort the Academy is making to get private help.

LTG Christman highlighted several successful privately funded projects at USMA: the tennis center, funded entirely with private funding, opened for cadet use in January; the outdoor track, built with appropriated funds with the stadium to be fixed using private funding; and the Michie Stadium Athletic Complex to be privately funded for \$33 million of which currently \$16 million is pledged; and the cadet sailing center.

The Superintendent noted that a concern with private funding raising is that Alumni expect the Academy to have a complementary program of government funding at the right level to ensure the core of West Point is adequately cared for. Alumni are willing to help with margin of excellence programs, but would expect the Army to support a steady state sustainment and long term construction consistent with the vision of keeping this institution on the forefront of education technology, military training, and physical

development. The Arvin Cadet Physical Development Center will be in construction through the year 2002. The Academy must look at what its requirements would be beyond 2002.

Now, perhaps the most important requirements, stretching out over 8 to 10 years, would be a barracks modernization and an academic facilities upgrade for library and science. The newest barracks are 30+ years old. The Academy will submit to the Department of the Army, within the next year, a requirements document to register its needs for the Army's barracks modernization program, which is robust throughout the rest of the Army.

The library is currently 8,000 square feet short by American library standards. The intention of the Academy is to expand into Bartlett Hall, which was built in 1910 and has not been renovated since. With an expansion into Bartlett Hall and some additional academic requirements, there will be a need for an additional science center to accommodate some of the laboratory and classroom spaces that will be displaced by the library expansion. West Point's library collections are growing and continue to accumulate. The historical repository that is expected of a national treasure and academic institution like West Point will have to be relocated. In particular, the Academy is asking for a commitment from the Army, long term, of about \$25 – 30 million per year, above the minimum sustainment level, for major construction such as barracks renovation and library expansion.

Senator Reed asked if there was anything the Board could do legislatively to help secure these gifts. The Superintendent stated that the Academy has proposed a legislative package to the Army that would facilitate private giving by authorizing a bank guarantee as the equivalent of cash on hand, thereby easing tax and time constraints of the current law for potential benefactors. Department of the Army has just recently signed off on it and the Secretary will get it to OSD and then to OMB as quickly as possible. This will substantially facilitate the proffering of gifts for projects like the new crew center and the Michie Annex, for providing private funds for the future.

d. **INTERNATIONAL CADET PROGRAM.** The Superintendent began by emphasizing the importance of the international cadet population at West Point in enhancing the multicultural experience for cadets. The FY 98 authorization act changed substantially the ability SECDEF approve cost waivers, reducing to five the number of full cost waivers at any one time at each of the Service academies. For the class of 2002, four full cost waivers had already been granted. Therefore, only one SECDEF full cost waiver is allowed for all other incoming classes until the current plebe class graduates. This has already had a very serious adverse effect on the number of countries, especially those with developing economies and democracies, requesting to send a cadet to USMA, as the availability for a full cost waiver is very slim. We desperately need a reinstatement of some sort of broader authority that would allow us to bring in students from Slovenia, Estonia, Kazakstan, etc.

Senator Hutchison informed the board that she had discussed with Senator Stevens putting into a waiver for up to ten international cadets. She noted that the international cadet population does not take away from the United States cadet allocations. She

solicited MG Scott's assistance in getting General Reimer or Secretary Caldera to call Senator Stevens and explain that we need this and that it is an emergency as we have got to be able to accept these cadets in April. Major General Scott assured Senator Hutchison that he would make sure that either Secretary Caldera, General Reimer, or both would do so. Senator Hutchison said that she would give her amendment to Congressman McHugh and Congresswoman Kelly, and asked for their assistance in gaining support for this increase in the number of full cost waivers for international cadets in the House.

Congressman McHugh stated that he has spoken to Congressman Steven Buyer and the Chairman of Personnel Subcommittee who was in part responsible for the new the waiver change. Congressman McHugh believes that in the House it was more staff driven, and he met with John Chapla of the House Armed Services Committee Staff, and engaged him to look for some solution. It is his understanding that they are talking to Department of Defense. He and Congresswoman Kelly would follow through on it.

The concern is that there were virtually no judgments made on the ability for a country to pay the costs for sending a cadet to USMA. He indicated the belief was that no system was in place whereby cost waivers would be based upon a country's ability to pay it. So their solution was, instead of working out a system, they threw the program out.

Lieutenant General Christman stated that at one point there was a formula that if the gross domestic product per capita of the country applying was less than \$8,500 per year, the country was authorized a full cost waiver. For countries like Estonia, or Bulgaria, he suspects that probably applies. Slovenia might be on the margin. Certainly Singapore and Malaysia are well above that, but believes that this is a reasonable approach. Senator Hutchison added that the waiver might be done on the emergency supplemental for this year. Major General Scott mentioned that the legislation is at OMB now. It would affect all of the academies. It is a DOD sponsored legislation, and his understanding is that it provides for up to 20 full cost waivers and then additional to that is 50% of the cost based on a formula that has yet to be determined.

Lieutenant General Christman mentioned that another parameter that can be worked with is the cost is per year used as basis to charge countries. Currently, it is \$60 – \$70 thousand per year. That is not anywhere close to what the additional cost is to take forty more students at the Military Academy; so some adjustment of that tuition formula is another variable that can be applied in whatever solution is adopted. Senator Hutchison questioned if the Academy within its system of acceptances makes some of the judgments about who can afford to pay and who cannot. Lieutenant General Christman informed the board that it is not the Academy's call. What the Academy does is make the decision on merit of the student and then lets OSD, in coordination with the State Department, make the decision on the Secretary of Defense waiver. It is a Secretary of Defense waiver that is applied and they are the ones that look at the ability to pay. He added that the last he saw of the 120 or so students at the three service academies, 116 had received full cost waivers under the old formula. Major General Scott added that the new legislation takes into consideration 20 full cost waivers per Academy and anything beyond the 20 would be at 50%. Lieutenant General Christman stressed that is where the 50% is important, because we are still likely to get a diminution in application if it is 50% of \$70,000 per year.

Lieutenant General Christman noted that Congressman Coble may introduce a bill to increase the Active Duty Service Obligation (ADSO) for Service Academy graduates from 5 to 8 years. As in the past, each of the service academies Superintendents would strongly oppose such an increase due to the adverse impact it would have upon the number of applications.

In conclusion, the Superintendent highlighted five areas in which the Board could help the most: continued support for adequate and sustained OMA funding for USMA; assistance in attaining a sustained MCA program of \$25-\$30 million per year (USMA will first work this with the Department of the Army); change to the Gift Acceptance Statute; support for greater Secretary of Defense waiver authority for international cadets; and continued support for out-year funding for the Arvin Cadet Physical Development Center. The Superintendent stated that he would keep the Board apprised of where we stand on that work in progress. Senator Hutchison stated they would work on the gift acceptance and International Cadets.

Mr. Kimsey asked if he was correct in his understanding that MSL funding would only provide for the absolute essentials. His understanding is that an additional \$25 million above MSL was needed for any pressing new requirements to include major construction and programs to keep the USMA competitive, not only with the service academies, but also with premier universities such as Stanford. The Superintendent confirmed this.

6. ELECTION OF OFFICERS. Senator Hutchison next recommended the Board move to the complete required business while a quorum was present. She opened the nominations for Chairman for 1999.

a. Senator Kay Bailey Hutchison was nominated for the office of Chairman by Brigadier General (R) Patin. The nomination was seconded by Mr. Kimsey. There were no other nominations. Senator Hutchison was elected as Chairman by unanimous vote of the members present.

b. Senator Hutchison opened the nominations for Vice-Chairman. Mr. Kimsey nominated Congresswoman Sue Kelly. The nomination was seconded by Congressman McHugh. There were no other nominations. Congresswoman Kelly was elected as Vice-Chairman by unanimous vote of the members present.

7. SELECTION OF BOARD MEETING DATES.

a. Spring Meeting. 3 May was selected as the date for the Spring meeting.

b. Visits to Summer Training. No specific date was selected for a summer training visit. Board members will visit summer training individually as their calendars permit. Each member will notify the Executive Secretary when they will visit summer training.

c. Fall or Annual Meeting. The Board selected 24 September as the primary date for the Annual Meeting, pending Senator Hutchison's availability, and 19 November as an alternate date.

8. AREAS OF INTEREST FOR 1999 BOARD MEETINGS. The Board next moved to consider the topics for the 1999 meetings. The list of proposed topics at Enclosure 3 was accepted with the proviso that members could request additional topics during the year.

9. DEAN'S UPDATE. Brigadier General Lamkin began his update by passing out a copy of "Educating Army Leaders for the 21st Century" to new members of the Board. This document explains the strategy of the Academic Program, the how of what we do in the program and how we assess it. The Dean described the typical cadet's workplace as including a computer tied into a television network where they can view full motion video. The Academy's philosophy is to provide information at the place where cadets do the most learning, which is the barracks, to provide the right environment, the right programs, for some of the best young men and women in America. The Dean described two such individuals, Cadet Walter Cooper, Class of 1999, a Rhodes, Marshall, Truman scholar, member of the marathon team. He selected Infantry and will attend Ranger Training during the summer before beginning his studies as a Rhodes scholar in England. Cadet Allison Jones, Class of 1999, who will be awarded a Soldiers Medal for her actions in coordinating rescue operations for the victims of the bombing of the American embassy in Nairobi during last summer. She has selected Military Police as her branch. The Dean also described Major John Nagl, USMA Class of 1988, Rhodes Scholar, Tank Platoon Leader during Desert Storm, awarded the Bronze Star, Doctor of Philosophy in International Relations from Oxford University, as an example of the rotating faculty that he described as the lifeblood of the faculty.

The Dean next provided a brief update on the Middle States Accreditation which takes place every ten years. He reviewed the timeline and discussed the preliminary results of the institutional self-study. This periodic accreditation is important not only because it provides a stamp of excellence to USMA's programs but because it also requires an inward assessment to insure the programs are on track. Some areas which as a result of the self-study require additional focus strategic planning, resource planning, and civilian-military integration.

Brigadier General Lamkin next outlined an initiative for Advanced Civil Schooling (ACS) of officers that will be a benefit for the Army and USMA by attracting and retaining the nation's best and brightest for the Army. The current system identifies officers in the 8th to 10th year of service to attend ACS. The current initiative would identify officers for ACS earlier in their careers, in the 4th or 5th year. This would serve as an additional motivator early in an individual's career and better fit the current career progression and assignment system. Those selected would be designated as Chief of Staff of the Army Fellows, would be Reserve Officer Training Corps Distinguished Military Graduates or USMA graduates who are Superintendent Award recipients, have demonstrated exceptional commissioned performance, possess an outstanding academic background and have attained above average GRE or GMAT scores. There would not be any increase in the number of ACS participants. This proposal still must be coordinated with the Army staff.

Brigadier General Lamkin concluded with an update on the Military Education Level 4 (MEL-4) project. This project explores alternatives for MEL-4 schooling for qualified officers of all branches attending ACS and then assignment to the USMA faculty without requiring an additional year of military schooling after the USMA assignment. MEL-4 schooling would take place at West Point during the USMA assignment. This will make ACS and assignment to USMA more attractive to all officers by reducing the time spent away from troop assignments. The proposal is currently being staffed at the Department of the Army with results due this summer. The Dean will update the Board as results are made known to USMA.

10. COMMANDANT'S UPDATE. Brigadier General Abizaid began his briefing with and explanation of the changes to the Cadet Disciplinary System that have occurred during the last year as requested by Senator Reed at the November 1998 meeting. The new Cadet Disciplinary System models the United States Army non-judicial punishment system known as Article 15 which is part of the Uniform Code of Military Justice (UCMJ). The UCMJ applies to all cadets, but clearly in order to educate, train, and discipline the Corps of Cadets, a level of disciplinary system that is somewhat less severe is needed to address minor offenses.

The Article 10 of the Cadet Disciplinary System empowers the cadet chain of command as well as simplifies and updates a system which in essence really has not changed since the 1920s. While the previous cadet disciplinary system was primarily officer controlled, had prescribed punishments, and imposed punishment without a proceeding, the new Article 10 system incorporates greater cadet chain of command authority, requires a proceeding or hearing to take place, established a floating maximum punishment system similar to the Article 15 procedure in the UCMJ and includes an appeal process. With the Article 10, officer administered actions are significantly less with a corresponding increase in cadet administered actions.

Brigadier General Abizaid provided an update on the Center for the Professional Military Ethic (CPME). It will be located in the former First Division Barracks. The CPME will develop, maintain and execute a course of instruction on the professional military ethic; develop and execute outreach initiatives to the Army and civilian universities; assess the effectiveness of moral-ethical development in cadets and supervise the Honor and Respect Committees and Values Education Program. It will bring into focus a single integrated curriculum for the Professional Military Ethic. In response to a question from Mr. Murdy concerning the funding for CPME, the Commandant stated that most of the cost will be borne by private endowment and that it would probably cost about \$10 million over time to operate the center. Mr. Murdy questioned if part of the cost will be privately funded. Brigadier General Abizaid stated that most of the cost will be borne by private endowment. It will probably cost about \$10 million over time to run the center. Lieutenant General Christman commented that the Class of 1966 has already agreed to endow a Chair at \$2.5 million. In response to a question by Senator Hutchison, Lieutenant General Christman stated that at conferences sponsored by CPME, as in the past, attendees will reimburse the CPME for costs. The Academy runs the ethics conferences that include members of universities from all over the world. We send our cadets to things such as the ethics bowl, which is sponsored every year by major universities, and those programs are well funded. Lieutenant General Christman added that the Class of 1966 has already

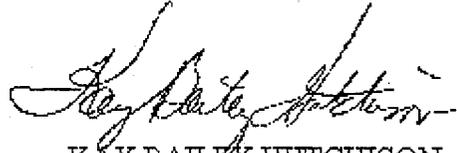
agreed to endow \$2.5 million for a chair in the center to bring in a learned professor on the subject of professional ethics and have that fully paid for the life of the endowment. Senator Hutchison questioned if the Academy will be able to charge the civilian universities that are going to use the center. Lieutenant General Christman stated that is correct – for certain conferences and seminars that the Academy will host. Brigadier General Lamkin added that the Academy’s approach is to receive compensation for the actual cost. Senator Hutchison added that the Academy should look at who can afford to pay; that we would be able to recoup some of the startup costs.

In conclusion, Brigadier General Abizaid provided an update of the following upcoming training: Sandhurst Competition is 1 May with 42 teams competing; Cadet Basic Training (Beast Barracks) beginning 28 June with an expected class of approximately 1150 new cadets; Cadet Field Training at Camp Buckner and at Ft. Knox, Kentucky for sophomores (yearling cadets); Cadet Advanced Training and Cadet Troop Leader Training programs. Over 10,000 cadets will also attend Air Assault School and Airborne School. The Commandant emphasized that summer training for cadets is a total Army effort and even includes the United States Marine Corps Reserve units stationed at Stewart Field in Newburgh.

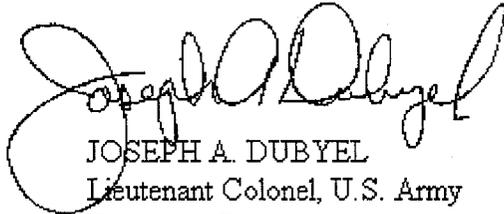
11. SELECTION OF THE EXECUTIVE COMMITTEE. After some discussion, Senator Hutchison appointed the following personnel as members of the Executive Committee:

Honorable Kay Bailey Hutchison, Chairman
Honorable Sue Kelly, Vice Chairman
Honorable Jack Reed
Honorable Rick Santorum
Honorable Charles Taylor
Honorable John McHugh
BG(R) Jude Patin
Mr. William Murdy
Mr. James Kimsey

12. **ADJOURNMENT.** There being no further business to discuss, Senator Hutchison adjourned the organizational meeting of the 1999 Board of Visitors.



KAY BAILEY HUTCHISON
Chairman
United States Military
Academy Board of Visitors



JOSEPH A. DUBYEL
Lieutenant Colonel, U.S. Army
Executive Secretary
United States Military Academy
Board of Visitors

AGENDA
ORGANIZATION MEETING
UNITED STATES MILITARY ACADEMY BOARD OF VISITORS
3 March 1999 0900-1215
Room 418, Russell Senate Office Building, Washington, D.C.

0900-0905	Call to Order	Senator Hutchison
0905-0910	Administrative Remarks	LTC Dubyel
0910-0915	Opening Comments and Introduction of Agenda	Senator Hutchison
0915-0930	Election of Officers	Senator Hutchison and Board Members
0930-0940	Appointment of the Executive Committee	Senator Hutchison
0940-0945	Remarks by Representative of the Secretary of the Army (tentative)	TBD
0945-1030	Remarks and Update by Superintendent, Commandant, and Dean	LTG Christman/ BG Abizaid/BG Lamkin
1030-1045	Break	
1045-1130	Complete Update by Superintendent, Commandant, and Dean	LTG Christman/ BG Abizaid/BG Lamkin
1130-1140	Discussion and Selection of Dates/Format for 1999 Meetings	Board Members
1140-1200	Selection of Areas of Interest for 1999	Board Members
1200-1215	Remaining Business/Adjournment	Board Members

ENCLOSURE 1
APPENDIX II

**MEETING DATES AT WEST POINT
FOR THE 1999 BOARD OF VISITORS**

SPRING MEETING

3 MAY (Mon)

ACADEMIC PERIOD

VISIT SUMMER TRAINING (On Individual Basis)

No specific date was selected. Board members will visit summer training individually as their calendars permit. Members will notify the Executive Secretary when they will visit summer training.

ANNUAL MEETING

24 SEP (Fri)

**ACADEMIC PERIOD
HOME FOOTBALL GAME VS BALL**

STATE

Alternate:

19 NOV (Fri)

**ACADEMIC PERIOD
HOME FOOTBALL GAME VS HOUSTON**

**ENCLOSURE 2
APPENDIX II**

**SUGGESTED TOPICS/AREAS OF INTEREST
FOR MEETING AGENDAS OF
THE 1999 USMA BOARD OF VISITORS**

SPRING MEETING

- Roundtable discussion with Faculty
- Roundtable discussion with cross-section of cadets
- Program Updates:
 - Academic Program
 - Military Program
 - Physical Program
- Class of 2003 Admissions update

VISIT SUMMER TRAINING

(Individual basis - no formal meeting)

FALL MEETING

- Annual Report preparation
- Roundtable discussions with TAC Officers & TAC NCOs
- Roundtable discussion with cross section of cadets
- Program Updates:
 - Admissions Program
 - Athletic Program
 - USMAPS

ISSUE UPDATES

- Results of the 1st Class Survey
- International Cadet Admissions
- Accreditation status
- Faculty Restructure/Command Climate Survey results assessing military and civilian faculty morale
- Cadet Physical Development Facility (Arvin Gym) Revitalization
- Assessment of Bedrock Values
- Outreach Programs status and results
- OPMS XXI

ENCLOSURE 3
APPENDIX II

London Daily Telegraph
February 9, 1999

Sandhurst, School of Soldiers – And Kings

John Keegan, Defense Editor, reflects on the academy that trained King Hussein of Jordan

JUST to think," remarks on bemedalled African general to another in a Punch pocket cartoon of the 1960's, "that 10 years ago it was a choice between Sandhurst and the LSE". Those were the days. Anglophone African governments were indeed full of Sandhurst products who had kicked out corrupt university-educated politicians and brought authoritarian but honest rule to their newly-independent countries.

Then everything turned sour. The generals fell first to quarreling among themselves, then to shooting each other. In Nigeria, the quarrels turned to civil war. The Nigerian civil war was the first and largest of such wars, but not the last or worst. In Sierra Leone, one of the most barbaric of post-colonial internal wars rages at this moment.

Armies might seem to be the curse of ex-imperial Africa, and the policy of training African elites to be officers to be a grave mistake by the former imperial powers. The contrary is the case. The "armies" that torment their own countries are rabbles of teenagers with guns. The West's mistake was to train too few officers, not too many. If Africa had been left larger complements of St. Cyr and Sandhurst-trained soldiers, it might have been spared many of its recent agonies.

The academies are not to blame. They were not asked to provide sufficient quantity. They certainly supplied the quality, as the obituaries of King Hussein of Jordan, a rock of stability in the Middle East and Sandhurst's most famous son of recent times, amply testify. Hussein genuinely loved Sandhurst. He often dropped in unannounced, so much so the cadets on guard were instructed that, if an immaculately-dressed Arab gentlemen came through the doors of the Grand Entrance, it was only the King of Jordan and he was to be left to his own devices.

Hussein particularly enjoyed the ponderous irreverences of the sergeant majors. He made a special trip to appear on *This is Your Life* when Academy Sergeant Major Jackie Lord was the subject.

Hussein, however, also got the point of Sandhurst, which is to produce a human being of the highest quality. "Standards", the ever cited, never explicitly defined, Sandhurst word, embraces not only general politeness but also particular respect for the individual; personal morality but also public ethics. Sandhurst's academic staff spend long hours of instructional time teaching the principles of constitutional government to cadets, emphasizing above all the necessary subordination of military power to the rule of law.

ENCLOSURE 4
APPENDIX II

The example of Africa might suggest that the lessons did not stick. That is to forget that Idi Amin – who loved to believe that he had been to Sandhurst, but had not – was eventually overthrown by a coalition of East African armies officered by Sandhurst graduates. It is also to forget that Nigeria is attempting to restore peace in Sierra Leone, and that its soldiers are greeted by population as rescuers – a tribute to the Sandhurst standards that persist in its army even after years of domestic turmoil.

In other continents, the Sandhurst system has worked well. Jordan was unquestionably a Sandhurst monarchy in the turbulent Middle East and the touching image of the new King Abdullah, standing perfectly to attention, as he was taught on the Sandhurst square, before the portrait of his dead father, suggests that the heir intends to continue the tradition.

Sandhurst graduates are numerous among the ruling families of the pro-British Gulf states, while the Sultan of Oman runs a thorough-going Sandhurst regime, which is one of the most prosperous and efficient in Arabia. His state is not a democracy, but is not within Sandhurst's remit to bring about changes of constitution.

Where the Sandhurst system has been transplanted to democracies, it has served them well. The Malaysian military academy, founded by soldiers and academics sent from Sandhurst in the 1950's, trains a notably unpolitical officer corps. Singaporean democracy may be authoritarian, but not because of the doings of any of the Sandhurst graduates in its defense force.

Where Sandhurst serves democracy best is in India, which has one of the largest but least political armies in the world. The founding fathers of the independent Indian army were graduates of Sandhurst – or Woolwich, when gunner and sapper officers were separately trained – and their successors come from Sandhurst's principal daughter academy at Pune (Poona). It out-Sandhursts the mother house in the antiquity of some of its customs – cadets are still “gentlemen cadets” – but is of one mind as to how officers should be trained. While the army of Pakistan was seduced into politics soon after partition, India's never has been, despite many apparent temptations.

The reason for that might cynically be judged to be the result of an unspoken deal between the soldiers and the political establishment – that if they were allowed to confine recruiting to their own kind, the Rajputs, Sikhs and Hindu Punjabis of the north-west, they would leave government to those who were in closer touch with the vast all-India electorate. They may well be. It would also underestimate how powerful was the spell that the Sandhurst idea cast over the traditional Indian military class. They, after all, were gentlemen, bound to the ideal of honour. They recognized that Sandhurst had discovered the trick of transmitting their standards to succeeding generations.

Sandhurst is now training officers from the new democracies of the former Soviet bloc. Those governments, too, recognize that, if their armies are to be stable and law-abiding, they need an infusion from its syllabus. Oxbridge and the Inns of Court – the LSE, too – have always been seen by the British as instruments of their national influence in world affairs. The death of King Hussein should remind us that Sandhurst may be as influential as any of them.

INFORMATION PAPER

SUBJECT: Royal Military Academy, Sandhurst (RMAS) – International Cadets

- RMAS has three intakes a year, in January, May, and September. The course is one year long split up into three terms or semesters – Junior, Intermediate, and Senior. Last year the target number for each intake was 253, so the average is about 800 cadets per year.
- There are places for 75 overseas students per year. The following countries are regularly represented: Bahrain, Belize, Botswana, Brunei, Fiji, Georgia, Ghana, Guatemala, Jamaica, Jordan, Kuwait, Malawi, Malaysia, Malta, Namibia, Nepal, Oman, Pakistan, Paraguay, Qatar, Senegal, Sri Lanka, Swaziland, Tanzania, Thailand, UAE, Uganda, Ukraine, and Zimbabwe.
- Invitations are generally extended as part of an ongoing government to government agreement, through the Foreign and Commonwealth Office as “Defence Diplomacy”. Those countries that can pay, do. Others are assisted by various means. The actual staffing is conducted through the Ministry of Defence (Foreign and Commonwealth Training) Department.

B. House/OPA

ENCLOSURE 5
APPENDIX II

INFORMATION PAPER

MAOR

25 February 1999

SUBJECT: DoD Legislative Proposal Affecting the International Cadet Program

1. Title 10 USC, Sec 4344 authorized each Service Academy to enroll not more than 40 foreign cadets at any time. These cadets are in addition to the authorized strength of the Corps of Cadets. Foreign nations were required to reimburse the US for education costs; however, the Secretary of Defense was authorized to waive the reimbursement requirement.
2. Congress changed this waiver authority in the National Defense Authorization Act for Fiscal Year 1998 (NDAA FY1998). This legislation, which went into effect 1 October 1997, specified that cost waivers may not exceed 35% of the cost per cadet and the Secretary of Defense may waive more than 35% for not more than five cadets per Service Academy at any one time.
3. For the Class of 2002 there were ten offers of admission - six accepted, four declined. ***Of those who declined, the only reason given was the cost of the program.*** Of those accepting, four were granted full cost waivers. Under current law, USMA has one remaining full waiver for the next three years. Given the apparent effect of the new policy on the Class of 2002, the Military Academy can anticipate decreased international cadet attendance in the years ahead.
4. A Senate proposal, cosponsored by Senators Hutchinson and McCain, to restore the waiver authority to the Secretary of Defense failed to make it out of Conference during negotiations over the NDAA FY1999 legislation. Both Senators are committed to reintroducing the proposal next year. At a recent Board of Visitors meeting held at West Point, the Board voiced their full support for this course of action.
5. Recently, DoD proffered a proposal to change the NDAA FY98 legislation. Their proposal would authorize 20 full cost waivers at any one time and set a maximum waiver of 50% of the per-person reimbursement amount for all additional international cadets at the Service Academies. While not returning total waiver authority to the Secretary, this proposal does restore some viability to the program; it is fully supported by the Service Academies.
6. Congressional staffers have indicated their support for the proposed DoD legislation, and while it is still very early in the legislative process, indications are that the legislation will be included in the Fiscal Year 2000 National Defense Authorization Bill.
7. At some future date, both the legislation governing this program and the model used to determine the cost of education charged to international cadets need to be reviewed. Current law requires reimbursement for "the cost to the United States of providing such instruction, including pay, allowances, and emoluments..." The annual reimbursable cost for international cadets as calculated by DoD is currently \$70,033. This amount far exceeds the recoupment costs that are charged to U.S. cadets. For the Class of 1998, recoupment costs are set at approximately \$31,500 per year.

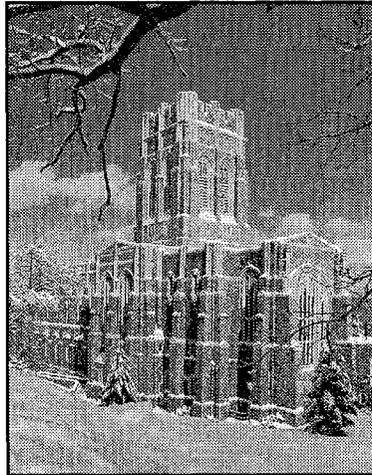
Alan Fox/4723

ENCLOSURE 6
APPENDIX II



United States Military Academy

Spring Meeting -- USMA Board of Visitors Superintendent's Remarks



03 March 1999

Duty, Honor, Country

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1



United States Military Academy

Agenda

- Funding Update
- Our "War"
- Core Facility Update
- Bicentennial Campaign
- *Margin of Excellence* Update
- The Deep Battle
- Legislative Update
- What we need from BOV
- Dean and Commandant Updates

Duty, Honor, Country

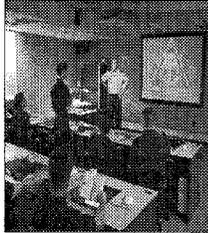
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USMA Mission

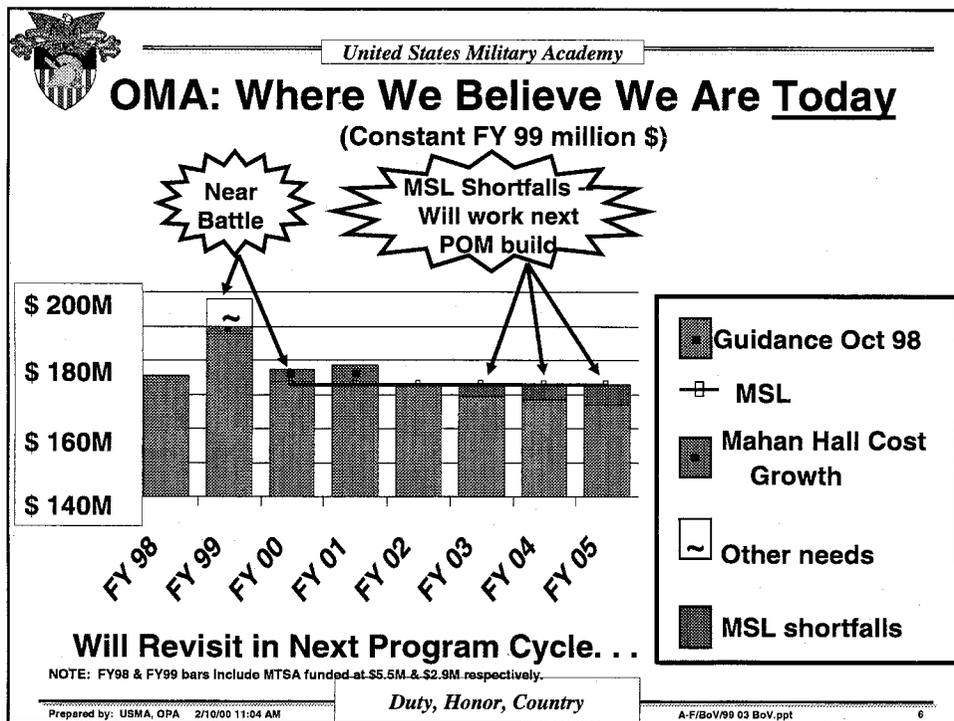
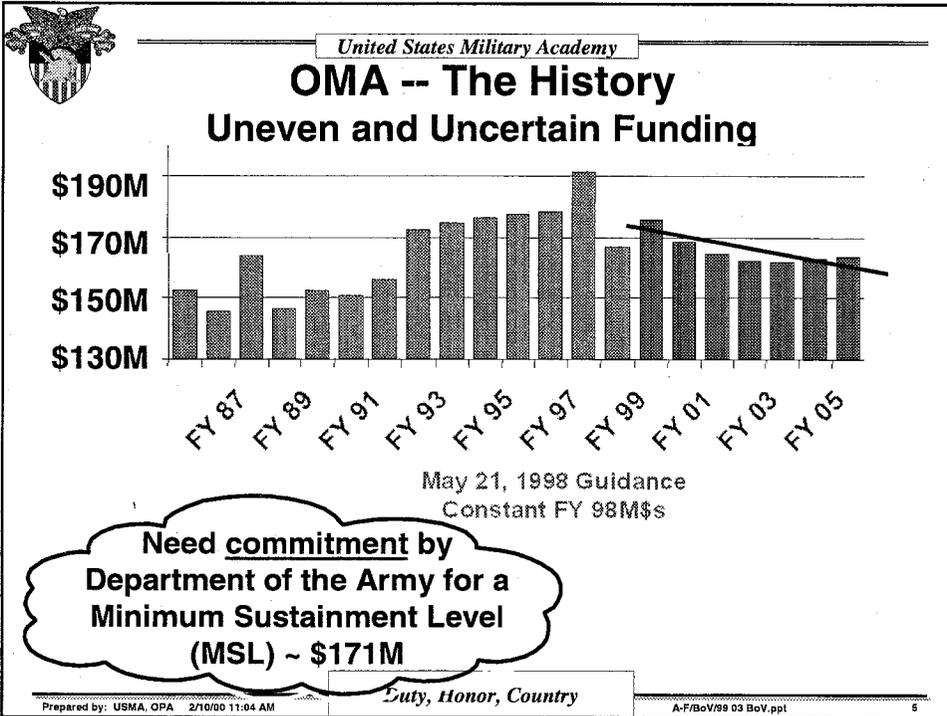


To educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country; professional growth throughout a career as an officer in the United States Army; and a lifetime of selfless service to the Nation.



Commander's Intent/Vision

"To be the world's preeminent leader development institution, providing officers of character to our Army who can think, motivate, and win!"

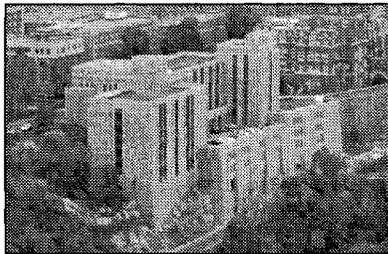




Near Battle -- Critical Infrastructure Needs

- West Point requires \$2.36M now for urgent infrastructure needs.
 - Deferred maintenance still a serious concern!
 - Mahan Hall cost growth significant since last meeting.

Approved!



"Minimum Sustainment" does not restore USMA's infrastructure health



The Intermediate Battle -- Future Resource Requirements

- Mahan Hall "Tail"
- Army Family Housing

DA working possible solutions for each of these; more to follow. . . .



United States Military Academy

Near Battle -- Mahan Hall Cost Growth

(Comparison from July to December)

DATE	FY97 \$M	FY99 \$M	FY00 \$M	FY01 \$M	TOTAL
July 98	11.6	7.2	4.7	13.1	36.6
December 98	13.7	9.3	8.2	18.8	50
Needs	2.1	2.1	3.5	5.7	13.4

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Duty, Honor, Country

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9



United States Military Academy

Intermediate Battle -- Family Housing Revitalization

- Army's privatization initiative (RCI) resulted in loss of USMA's housing construction dollars.
- West Point cannot afford to wait until FY05 to repair these units.

- Quality of life for the residents (primarily CPTs and MAJs) under current conditions is unacceptable.

- Board of Visitors appalled during visit in November 1998.



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Duty, Honor, Country

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“Bridging the Gap” with Operation’s Dollars

	FY01	FY02	FY03	FY04	FY05
New Brick Housing Area FY 00/01 AFHC	20 (Doubles) \$740K	19 (Doubles) \$740K	13 (Trips) \$720K	13 (Trips) \$720K	RCI
Wilson Road FY 03 AFHC			3 (Doubles) \$240K	2 (Doubles) \$160K	
Merritt/Biddle Loop Washington Rd. NCO Quarters FY 03 AFHC			6 (Doubles) \$92K	12 (Doubles) \$183K	
Bartlett Loop FY 04 AFHC				3 (Doubles) \$30K	
Needs	740K	740K	1M	1M	
	<i>Duty, Honor, Country</i>				

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Housing Option

- Working with DA to obtain short-term “bridge” funding until long-term solution realized.
- DA will await success of housing privatization initiatives elsewhere before committing to “RCI” for West Point.
- However, USMA can’t wait for repair funds for New Brick!
 - Retention of junior officers clearly affected by substandard conditions of their quarters.
- Will brief BOV on results of DA discussions in future meetings.

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It's a "War"

The New York Times

"Yale in the Midst of a Mammoth Renovation Program"

THE WALL STREET JOURNAL

"Reading, Writing, and Building -- Nation's Elite Schools Market Tony Improvements to Lure Students"

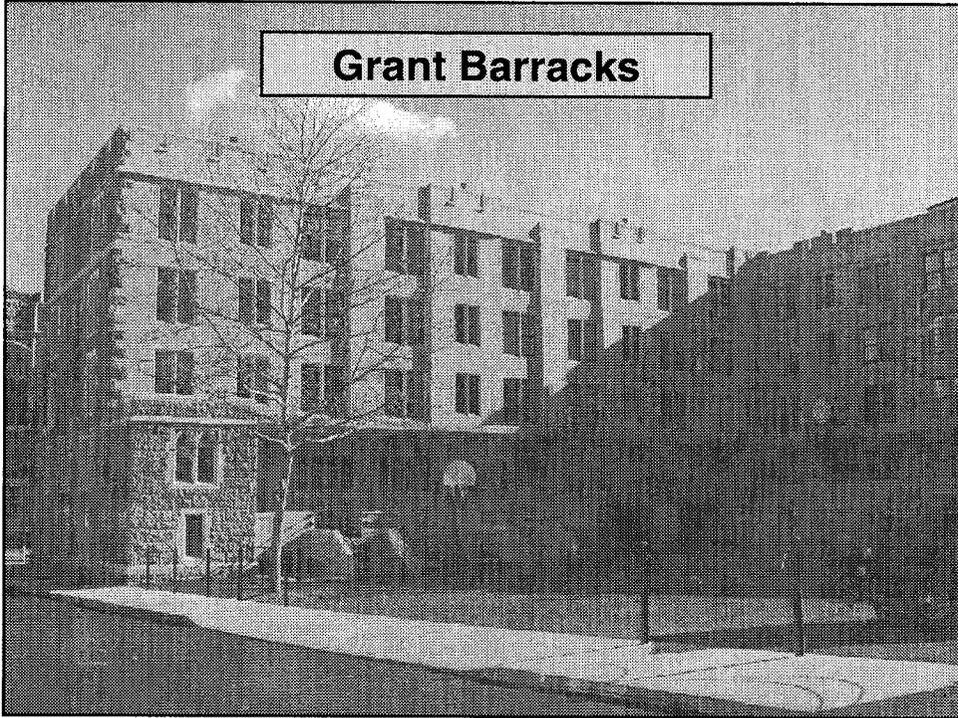
The New York Times

"Columbia Dedicates New Research Center"

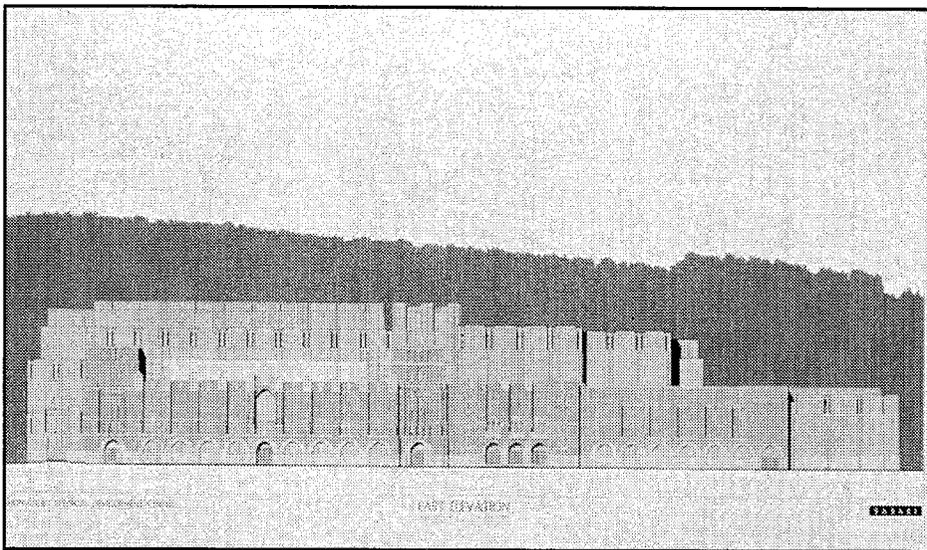
Core Facility Update: Library Renovation



Grant Barracks

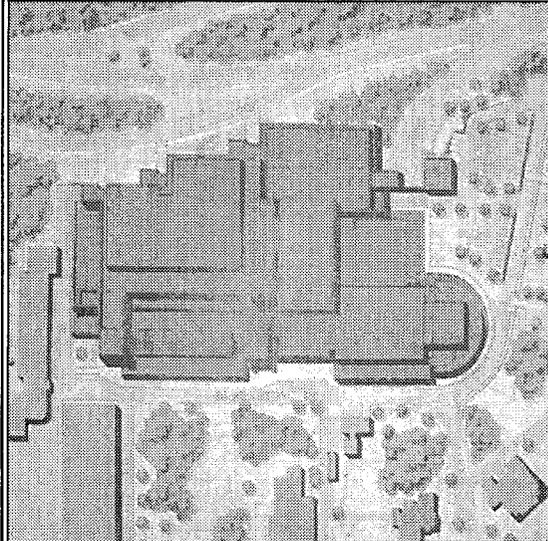


Arvin Physical Development Center





Out Year Funding



- **Phased Project, Incrementally Funded**
- **First increment (\$12M) appropriated in FY99**
- **Need help to ensure second (\$29M) and third increments (\$44M) of authorized MCA \$ are forthcoming**
 - **Not an issue of total project cost!**

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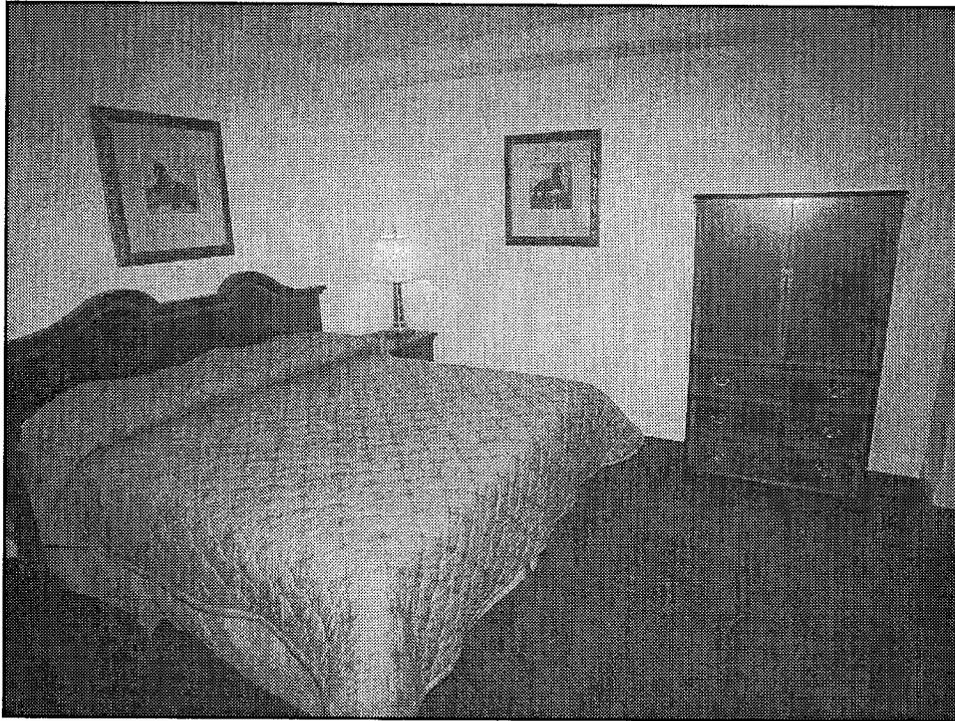
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Hotel Thayer Renovation



**Privatized --
On Track!**



 *United States Military Academy*

The Solution To Fiscal Challenges: A combination of Public and Private Funds

- ✓ **Government Funds** → “Core” Programs
 - Barracks, Academic Buildings, Arvin Physical Development Center, Track
- ✓ **Private Funds** → “Margin of Excellence” Programs
 - Michie Stadium Athletic Complex, Crew & Sailing Center, Shea Track Stadium, Indoor Tennis Facility, Cadet Activities, Indoor Pistol Range, Endowed Chairs

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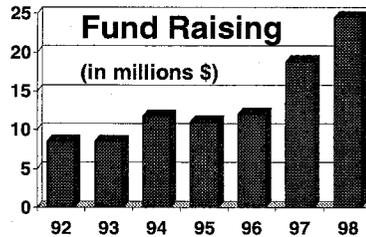
Message From Alumni And Friends:

• We Accept the Challenge and Will Help!

• 1998 was best fund raising year ever - \$24.5M raised!

• Alumni/friends are willing to fund "Margin of Excellence" initiatives; but unwilling to pay for base maintenance and repair!

• Bottom line: Continued private support dependent on Army satisfying reasonable USMA sustainment needs for "Core" programs and facilities!



Bicentennial Campaign Plan Categories & Examples



BRICK AND MORTAR

- Michie Stadium Athletic Complex
- Lichtenberg Tennis Center ✓
- Thayer Walk ✓
- Indoor Pistol and Rifle Range
- Crew and Sailing Center ✓
- Shea Stadium Renovation ✓

FOCUSED ENDOWMENTS

- Cadet Activities
- Academic Programs and Chairs ✓✓✓✓
- Support for "Bedrock Values"
 - (Integrity and Respect) ✓

\$150M

\$84M (Pledged)

\$36M (Received)



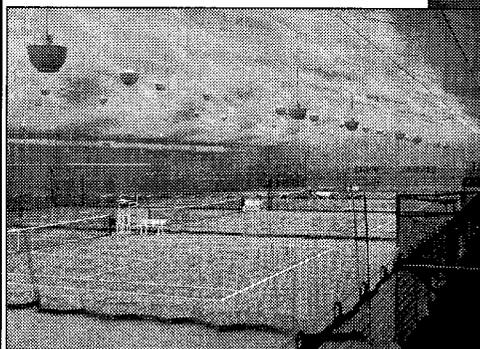
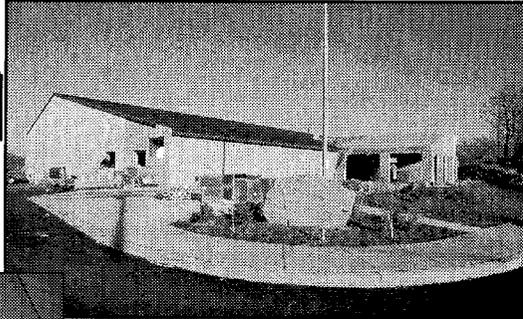


Individual Private Successes

- Lichtenberg Indoor Tennis Center
- Shea Track Stadium
- Michie Stadium Athletic Complex

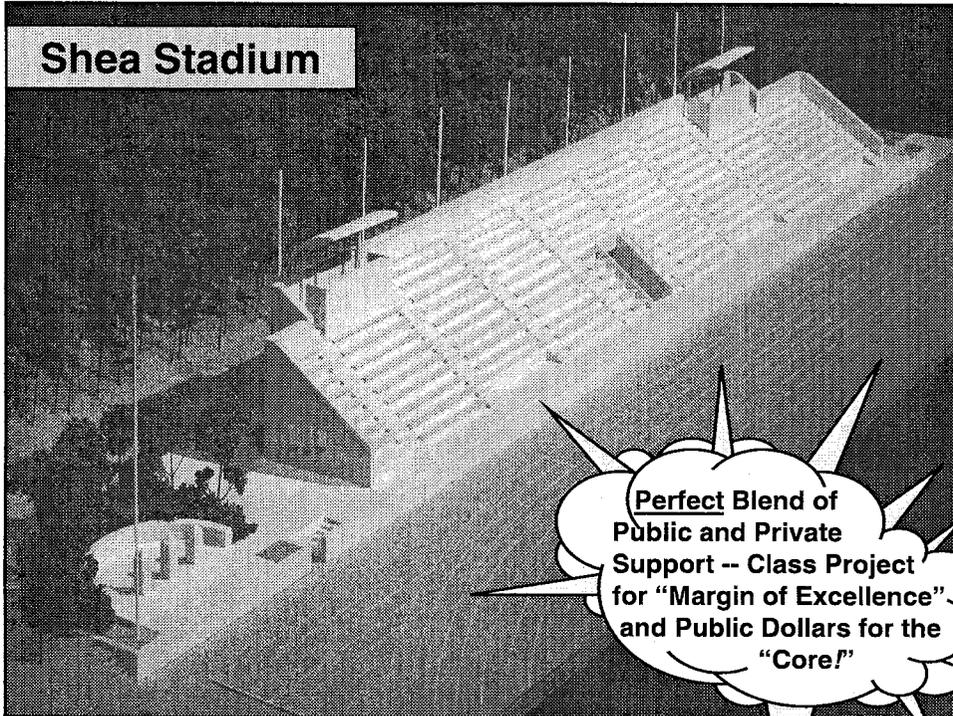


Lichtenberg Tennis Center



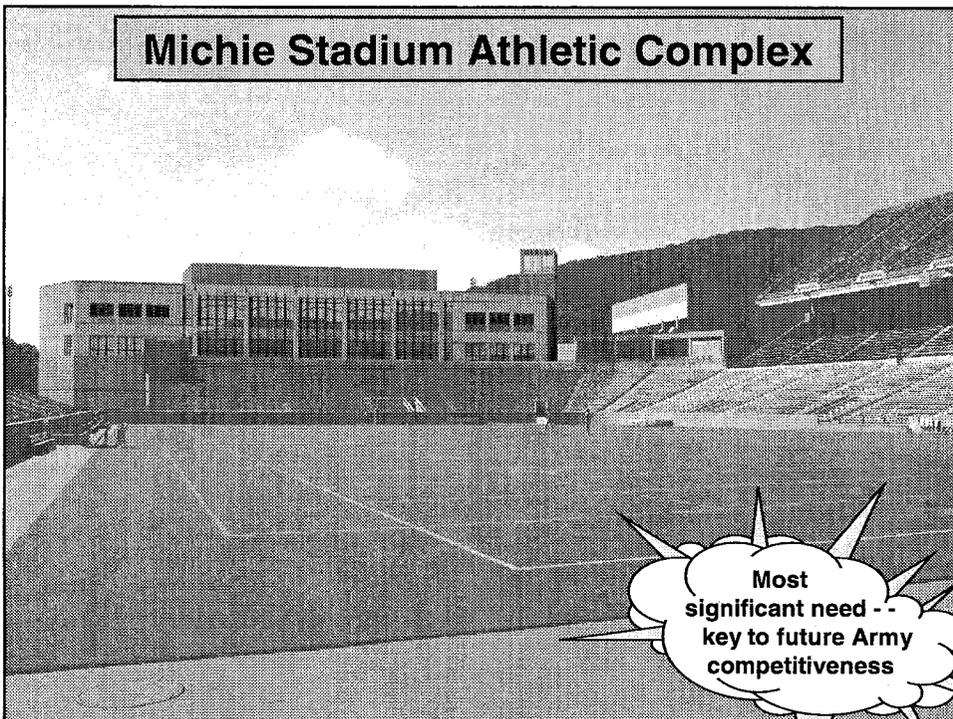
**Will be open
for community
this month!**

Shea Stadium



**Perfect Blend of
Public and Private
Support -- Class Project
for "Margin of Excellence"
and Public Dollars for the
"Core!"**

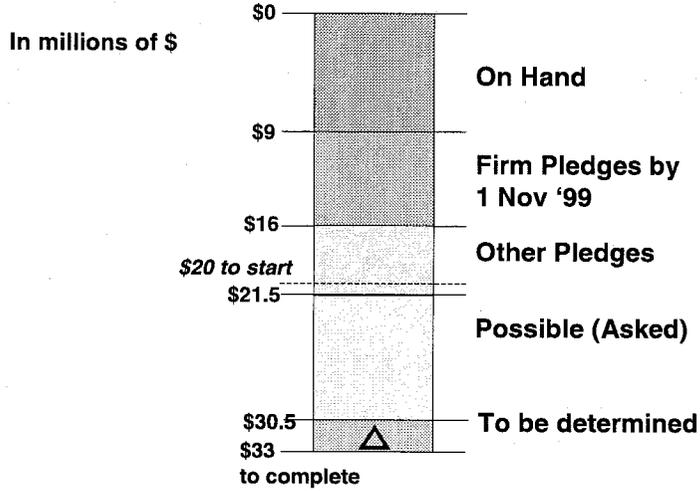
Michie Stadium Athletic Complex



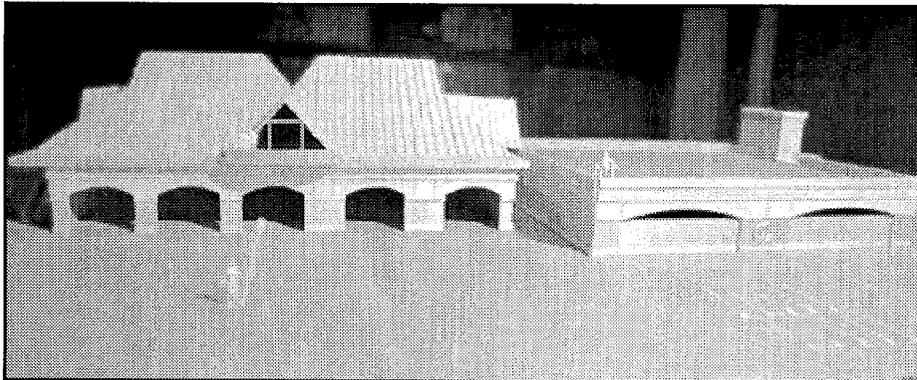
**Most
significant need --
key to future Army
competitiveness**



Michie Stadium Athletic Complex Fund Raising -- All Private Dollars !



Crew and Sailing Center



**\$3.5M --
All private dollars --
Pledges in hand**



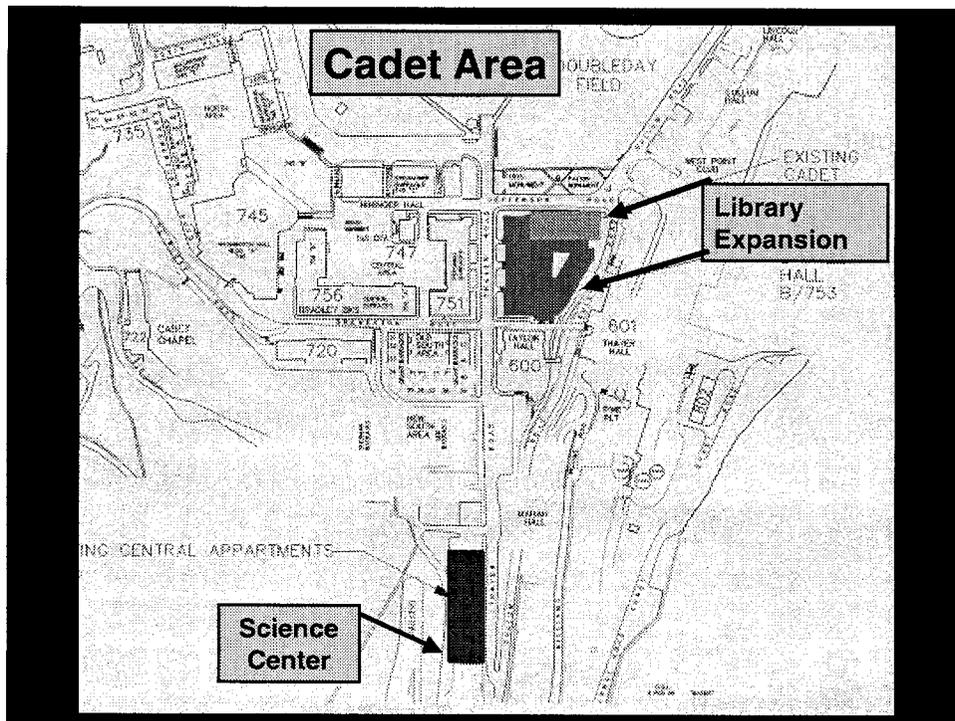
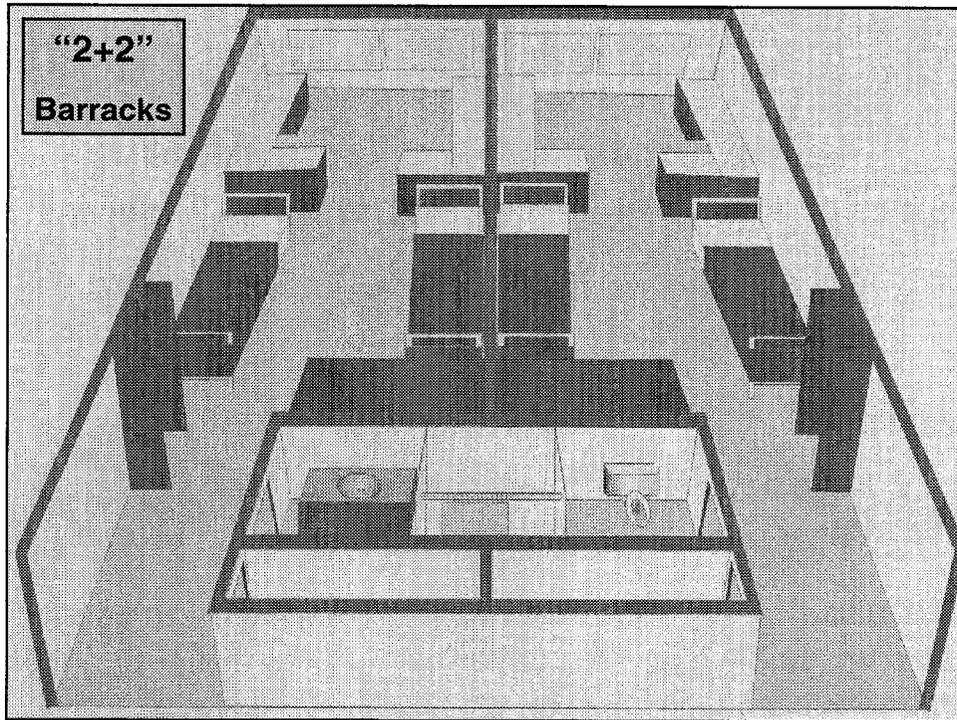
The Deep Battle -- Future Infrastructure Requirements

- Needs significant to ensure 21st century success
 - BOV interested in USMA's articulation of requirements
- Must look beyond Arvin
 - DA support for OMA and MCA appreciated
 - Gift support significant and growing
- Pursuing DA sustained commitment for long-term core funding for West Point!



Deep Battle -- Future MCA

- | | |
|--|--------|
| • Cadet Barracks Modernization | \$150M |
| • Academic Facilities (Library/Science Bldg) | \$50M |
| • Indoor Athletic Training Facility | \$10M |



The Very Deep Battle!

FY	95	96	97	98	99	00	01	02	03	04	05	06	07	08	09	10
Program Areas/Project																
Academic Program																
Mahan																
Library																
Science Building																
Physical Program																
Johnson Stadium																
Lichtenberg Tennis																
Shea Stadium																
Arvin																
MSAC																
Crew Facility																
Indoor Training Facility																
Military Program																
Barracks																
CPME																
Pistol Range																
Installation																
Officer Housing																
Soldier Barracks																
Cullum Bridge																
Road Network																
Thayer Hotel																
Class VI and PX																
Thayer Walk																

Key: ■ OMA ■ Gift/Private ■ MCA □ AFH ■ Misc.

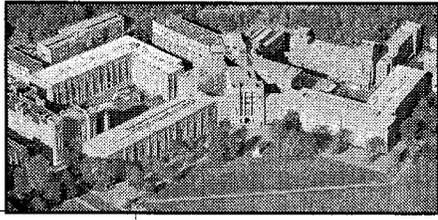


United States Military Academy

Seeking Long-Term DA Commitment to Fund USMA Facility Modernization

- Approximately \$25-30M/year on average for Major Construction above OMA (Maintenance and Repair);
- Consistent with Air Force's support of USAFA; and
- Comparable to Army's commitment to Arvin upgrade

Key to competing in "facilities war" and achieving vision for USMA!



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Legislative Issues

- **Gift Statute**

- Problem -- USMA cannot begin construction of facilities unless all funds are “in hand.”
- Solution -- USMA proposed legislative change to 10 U.S.C. 4356 to allow unconditional guarantees of credit from commercial banks/investment firms to serve as the additional funding.
- Status -- To be forwarded ASAP to OSD and OMB for transmittal to the Hill.



Legislative Issues

- **International Cadets**

- Problem -- FY98 National Defense Authorization Act changed the authority of SecDef to waive costs. This is having a serious affect on our ability to enroll international cadets.
- Solution - All academies support reinstatement of broader waiver authority.
- Status - Congressional negotiations continue.



Legislative Issues

• Active Duty Service Obligation

- Problem -- Move to increase active-duty service obligation (ADSO) from five to eight years would have a dramatic and negative impact on our ability to recruit.
- Solution -- Maintain current five year ADSO.
- Status -- All Service Academies oppose.



What we need from the BoV A Review and Summary

- Continued support for adequate and sustained OMA funding from DA - \$171M/year, in constant '98 dollars
- Assistance in attaining sustained MCA program through next decade -- \$25-30M/year on average
 - USMA must work first with DA; will keep BOV apprised
- Change in Gift Acceptance Statute
- Support for greater Secretary of Defense waiver authority for international cadets
- Continued support for out-year funding for Arvin Physical Development Center



United States Military Academy

West Point - a "National Treasure" Entering our Third Century of Service to the Army and the Nation



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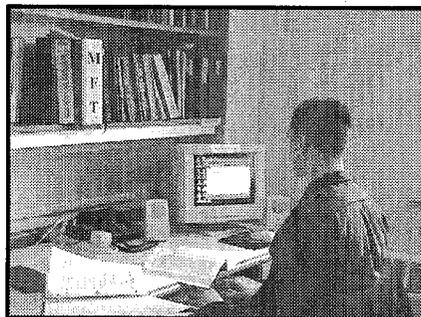
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United States Military Academy

Academic Program Update Board of Visitors



Cadet Baynes '02-- Preparing for Class

BG Fletcher M. Lamkin, Jr.
Dean of the Academic Board

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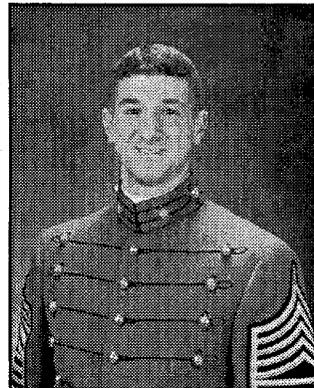
Agenda

- Cadets & Faculty
- Middle States Accreditation Update
- ACS Opportunities
- MEL-4 Project Update



Cadet Walter Cooper

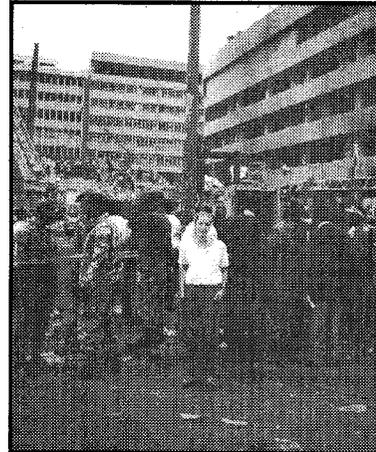
- Class of 1999
- Economics Major
- Rhodes, Marshall, & Truman Scholar
- Marathon Team--Ran NY Marathon
- Branch-Infantry
- Ranger School Summer of '99
- Attend Oxford in the Fall





Cadet Allison Jones

- Class of 1999
- International Relations Major
- Corps Squad Diving
- Crew three years; now Lacrosse
- Branch-Military Police
- Coordinated Rescue Operation during Embassy Bombing during AIAD Summer of '98



Crossroads Africa '98



Major John Nagl Rotating Faculty

- USMA Class of 1988 - Rhodes Scholar
- M.Phil. Oxford University 1990
- Tank Platoon Leader Desert Storm; Bronze Star 1991
- Cavalry Troop Commander 1st Armored Division 1994-1995
- D.Phil. International Relations Oxford University 1997
- Assistant Professor Department of Social Sciences 97-99
- Articles in Armor, World Affairs, Military Review





Middle States Accreditation Update

Schedule

- ✓ Mar 97 - Aug 98
 - Steering Committee Selected
 - Self-Study Design Approved
 - Working Groups Formed
 - Study Conducted

- Nov-Dec 98
 - Working Group Reports Completed & Staffed

- Feb 99
 - Complete Draft Report

- Feb-Apr 99
 - Circulate Draft Report

- Jul 99
 - Submit Final Report to MSA

Oct 99

Evaluation Team Visit

Preliminary Findings

- + USMA has many strengths
 - Army-focused programs
 - Leader development system
 - High quality people

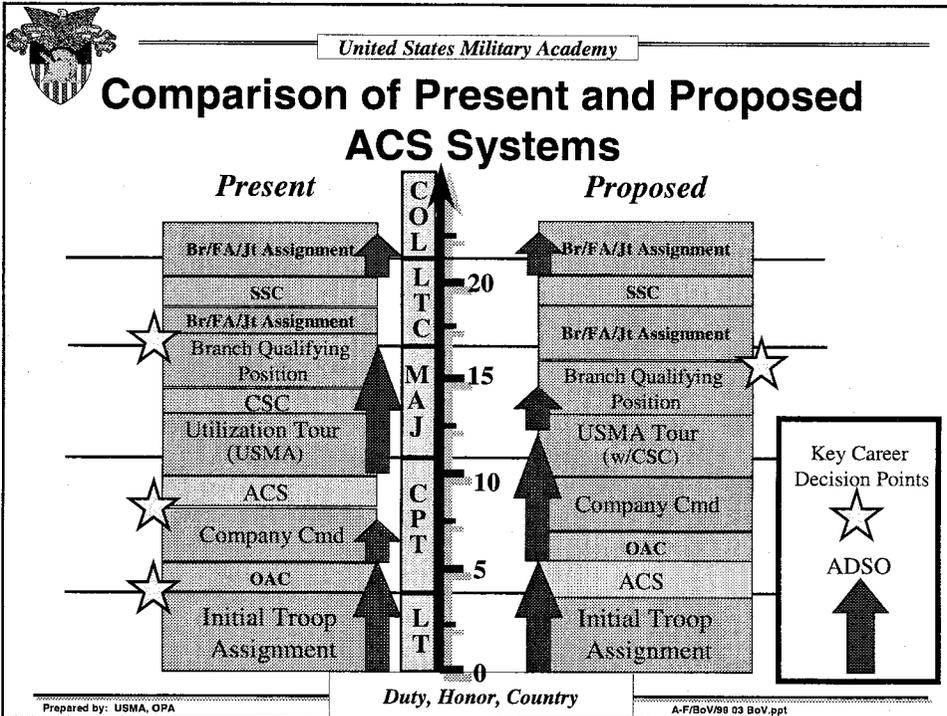
- + Discovering some areas for improvement
 - Strategic planning
 - Resource allocation
 - Program assessment
 - Civilian-military integration

- + Good for the USMA



Early ACS Opportunity

- Graduate school opportunities are increasingly important for attracting and retaining the Nation's "best and brightest."
 - Navy and Air Force have early ACS programs
 - Competitive Disadvantages for USMA & ROTC
- Present Army system enables officers to attend between 8th and 10th year, requires successful company command.
- Propose early ACS for select officers after OBC and 1st troop assignment.



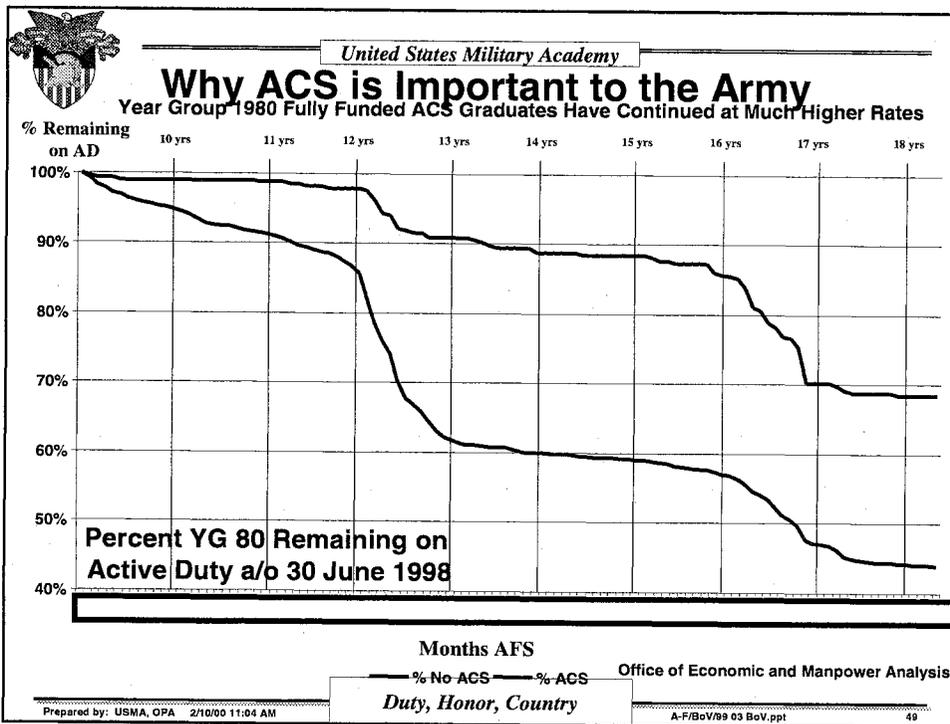
United States Military Academy

Early ACS Option

- Named *CSA Fellows*
- Officers with exceptional performance & academic backgrounds
 - ROTC DMGs and USMA Supt's award winners
 - Above average GRE or GMAT scores
 - Demonstrated:
 - Above average OBC and Initial Unit Performance
 - Potential for continued service
- 50-100 Officers per year
 - No increase in total numbers

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United States Military Academy

USMA MEL-4 Project Update

Why: To ensure USMA remains a viable career option for all Army Officers as we support implementation of OPMS XXI.

Considerations:

- USMA provides the Army with the majority of ACS grads.
- Five years committed to schooling and education.
- There is a better way to meet the Army's needs by getting officers MEL-4 without an additional year at Leavenworth.

Purpose: To explore alternatives for attracting qualified officers of all branches to the rotating faculty/staff in response to OPMS XXI by establishing a Command & Staff Equivalency Program.

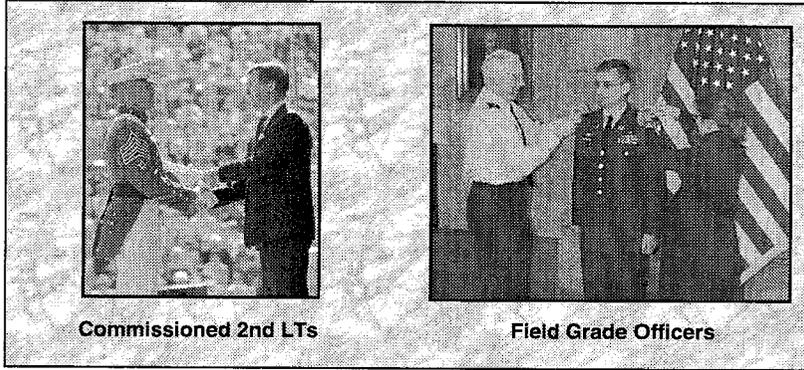
Status: USMA committee has coordinated with project officers at Leavenworth to assess alternatives. Report due by May '99.

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Graduating Two Classes a Year: Army Leaders of Character....



Commissioned 2nd LTs

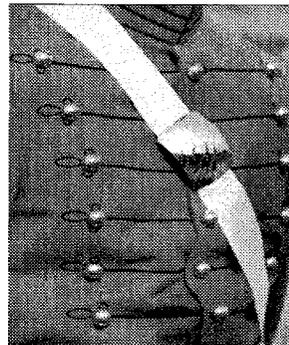
Field Grade Officers

Serving the Nation for a Lifetime



Commandant's Update to the Board of Visitors

BG John P. Abizaid
Commandant of Cadets





Cadet Disciplinary System (Article 10)

- Model system after the Army's disciplinary system
- Empower the Cadet Chain of Command
- Simplify the system

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Key Differences

- | <u>2-1 System</u> | <u>Article 10 System</u> |
|---|---------------------------------|
| • Primarily Officer Controlled | • Greater Cadet COC involvement |
| • Prescribed "hits" | • "Article 10" Proceedings |
| • Imposed punishment without a proceeding | • Includes appeal process |

What remains?

- Demerits
- Punishment Details
- Area Tours

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Discipline Trends

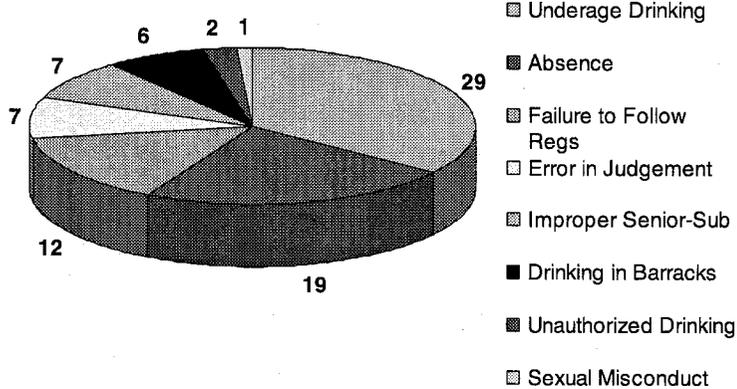
- Officer-administered actions significantly less
- Cadet-administered actions significantly greater
- Discipline remains high with new system
- “Attention to detail” offenses require fix



Field Grade Article 10 by Offense

As of 30 Jan 99

83 Total to date

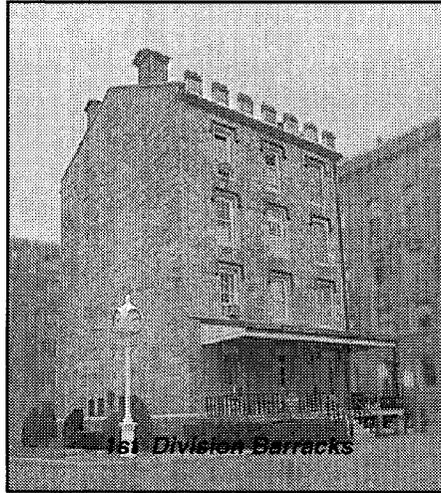


1st Semester AY 97-98 Regt Bds = 254

Regs USMA = 4, UCMJ = 2



Center for the Professional Military Ethic



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Why CPME?

- Need for cadets to fully understand officership
- Program growth in values education, specifically Honor/Respect
- Need to clearly teach/internalize Army values
- Varying background of values and understanding of the profession of arms
- Lack of coordination in current program

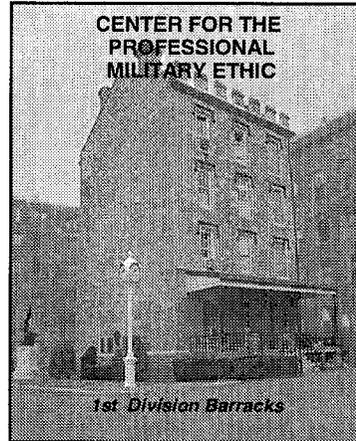
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Center for the Professional Military Ethic

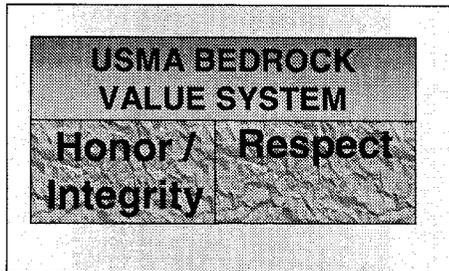
FUNCTIONS

- Develop, maintain, and execute a course of instruction on the Professional Military Ethic
- Develop and execute Outreach Initiatives to the Army and to civilian colleges/universities
- Research the PME to determine current content, potential changes, and application to the education of cadets and the Army
- Assess the effectiveness of moral-ethical development in cadets at West Point
- Supervise the Honor and Respect Committees and Values Education Program



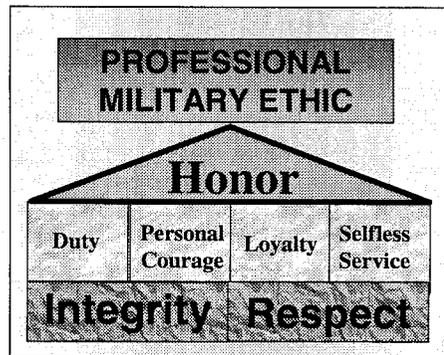
POI Concept Overview

CURRENT



Distinct curriculums
Independently developed

AY 99/00

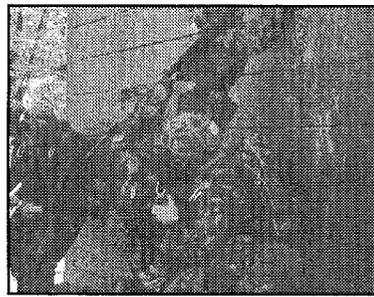
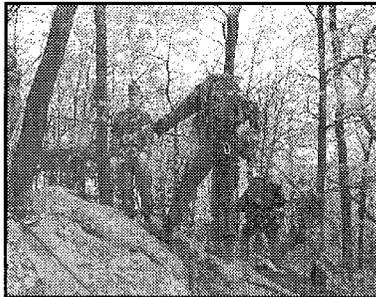
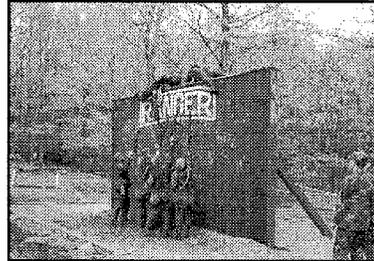
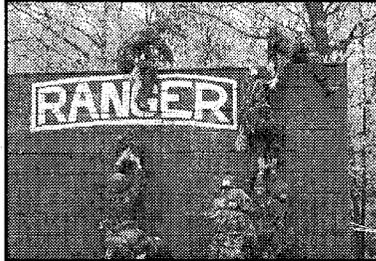


1 Integrated curriculum



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Sandhurst '99



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United States Military Academy

Sandhurst Competition

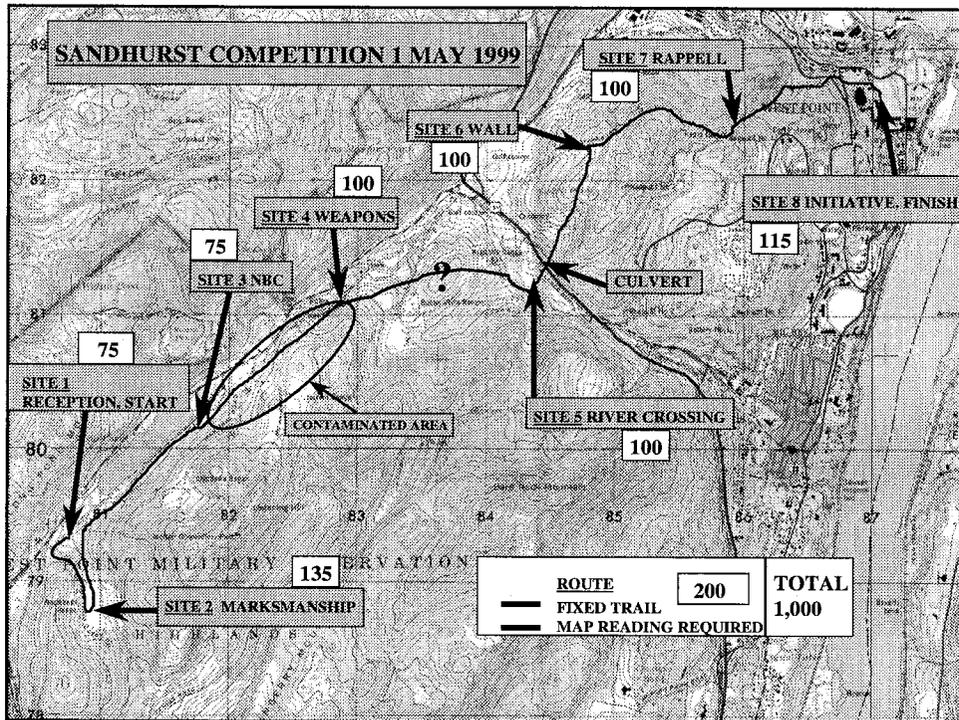
- 1 May 99, 0600-1630
- Military skills competition
- 3 countries
- USMA and ROTC
- 42 teams
 - 9 person teams
- 5.5-mile course
- 8 sites



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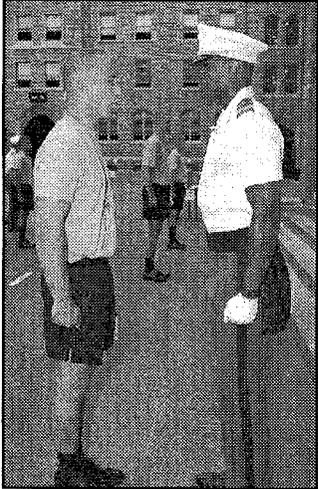
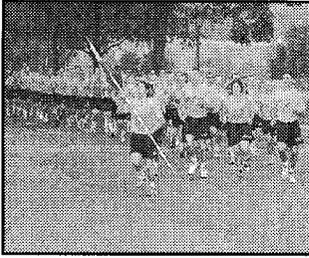
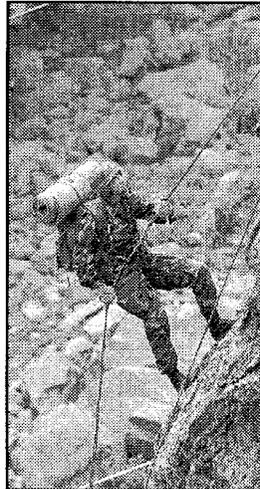
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United States Military Academy

Cadet Basic Training

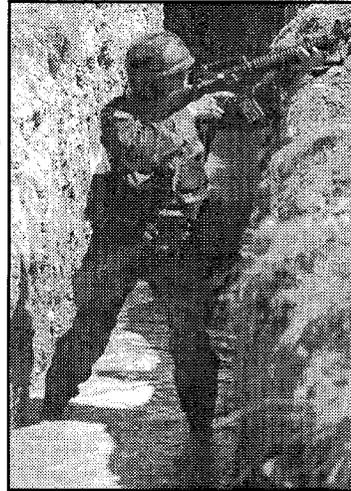
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Cadet Basic Training Class of 2003

- Cadet led
- Standards based
 - 29 mandatory commissioning tasks
- Tough military training
 - PT, basic rifle marksmanship, road marches, tactical training
- 1150 New Cadets
- R Day: 28 June 99
- Challenging leader experience



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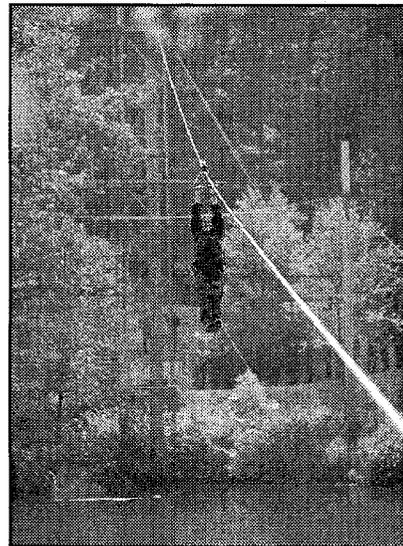
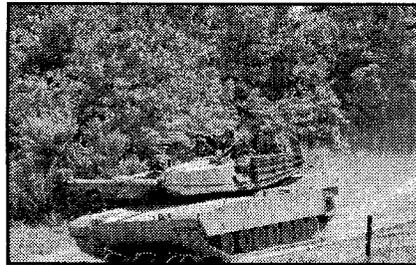
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United States Military Academy

Cadet Field Training



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Cadet Field Training Class of 2002

- 11 June - 9 August
- Cadet Led
- 1154 Yearlings
- Intensive/Tough
- Individual
 - MQS Tasks
 - RECONDO
- Collective Skills
 - “Viking Thrust”
 - Mounted Maneuver Training



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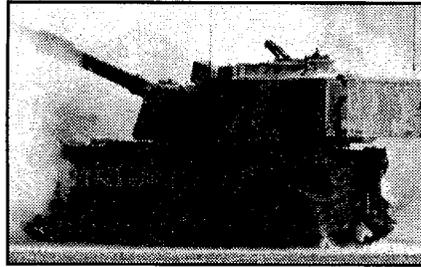
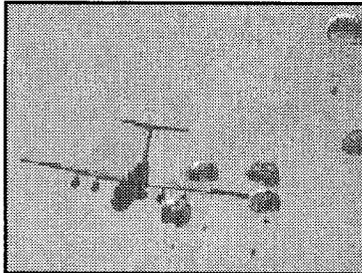
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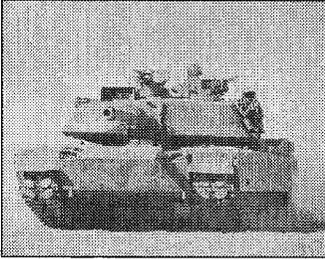
Cadet Advanced Training



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CTLT/DCLT LOCATIONS

<u>CTLT CONUS LOCATION</u>	<u>CTLT OCONUS LOCATION</u>	
FORT BENNING	ALASKA	
FORT BLISS	HAWAII	
FORT BRAGG	JAPAN	
FORT CAMPBELL	KOREA	
FORT CARSON	EUROPE	
FORT DRUM		
FORT EUSTIS		
FORT GORDON		
FORT HOOD	<u>DCLT LOCATION</u>	
FORT HUACHUCA	FORT BENNING	
FORT IRWIN	FORT JACKSON	
FORT LEONARD WOOD	FORT SILL	
FORT POLK		
FORT RILEY		
FORT RITCHIE		
FORT SILL		
FORT STEWART		

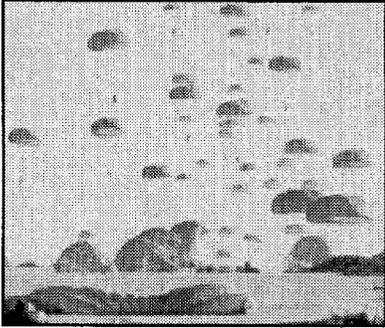
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United States Military Academy

Military Individual Advanced Development

Available Schools

COMBAT DIVER QUAL. CRS	
JRTC	
NORTHERN WARFARE	
NAVAL SALVAGE DIVER	
SANDHURST	
SAPPER	
AIR ASSAULT	
AIRBORNE	
CMTC	
FRENCH JUMP SCHOOL	
AF FREE FALL	
OPFOR	

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Summer Training '99

•Total Army Effort

- 10th MTN Division
- 3rd ID, Ft. Stewart
- Ft. Knox
- 44th Med Bde, Ft. Bragg
- 98th Division (USAR)
- TRADOC
- 1st SFG, Ft. Lewis
- NY Army Nat. Gd. (Air)
- USMC (Air)

SUMMARIZED MINUTES
1999 BOARD OF VISITORS SPRING MEETING
MAY 3, 1999
WEST POINT, NY

1. MEETING CONVENED. The Spring Meeting of the 1999 United States Military Academy Board of Visitors was called to order by Congresswoman Sue Kelly, Vice-Chairman, at 1:15 p.m., May 3, 1999, in the Superintendent's Conference Room, Taylor Hall, West Point, NY.

2. ADMINISTRATIVE REMARKS. The Executive Secretary, Lieutenant Colonel Joseph A. Dubyel, announced for the record those present at the meeting:

Congresswoman Sue Kelly
Congressman John McHugh
Mr. Robert Lyford
Brigadier General (Retired) Jude W. Patin
Mr. James Kimsey
Mr. William Murdy

a. Also present were: Honorable P.T. Henry, Assistant Secretary of the Army for Manpower and Reserve Affairs; Lieutenant General Daniel Christman, Superintendent; Major General Bruce Scott, Chief of Legislative Liaison; Brigadier General John Abizaid, Commandant of Cadets; Brigadier General Fletcher Lamkin, Dean of the Academic Board; Mr. Chris Fish, Assistant to Congresswoman Sue Kelly; Colonel Randy Bookout, Chief, Army Senate Liaison; Colonel Grant Smith, USMA Chief of Staff; Colonel Arnold Smith, USMA Garrison Commander; Colonel Kerry Pierce, Office of Policy Plans and Analysis; Colonel Michael Jones, Director of Admissions; Colonel Maureen LeBeouf, Department of Physical Education; Lieutenant Colonel John Luther, Directorate of Academy Advancement; Lieutenant Colonel Thomas Endres, Director of Cadet Activities; Lieutenant Colonel Bill Laster, Assistant to Mr. P.T. Henry; Major John Moellering, Aide to the Superintendent; Captain John Cornelio, Public Affairs Office; Mr. Mike Randall, Times Herald Record; Ms. Cynthia Kramer and Ms. Kathy Smith, Administrative Assistants to the Board; Mr. Craig Gaines and Ms. Angela Franciosi, Directorate of Information Management.

b. Lieutenant Colonel Dubyel advised the Vice-Chairman that a quorum was present, and turned the meeting over to Congresswoman Kelly.

3. VICE-CHAIRMAN'S REMARKS. Congresswoman Kelly opened the meeting by thanking everyone for attending. Congresswoman Kelly requested approval of the minutes from the 3 March 1999 Organizational Meeting. The Board unanimously approved the minutes. The meeting was then turned over to Mr. P.T. Henry.

4. REMARKS BY THE REPRESENTATIVE OF THE SECRETARY OF THE ARMY. Mr. Henry thanked all of the Board members, on behalf of the Secretary of the Army, for coming to the spring meeting and for all of the work they have done and will do in the future on the Board. He stated that the Secretary of the Army is committed to ensuring that West Point remains the premier institution that it is today. He understands that in order to remain so, we need to ensure that both cadets and faculty reflect the great diversity of our nation. The

Secretary encourages everyone to do their utmost to open up opportunities to join both the Corps of Cadets and the Faculty to as broad a spectrum of America as possible, while maintaining the quality of our cadets and instructors.

5. SUPERINTENDENT'S REMARKS AND ISSUES UPDATE.

a. **INTRODUCTORY REMARKS.** The Vice-Chairman asked the Superintendent for his remarks and update to the Board on Academy issues since the Board's last meeting in March 1999. He began his remarks with a brief discussion of the Academy mission statement with a focus on producing leaders for our Army.

b. **PUBLIC FUNDING.** The Superintendent started by stating that the biggest challenge he has had to face is the issue of unpredictable funding. The Superintendent emphasized that West Point needs a steady predictable funding level in FY98 dollars. Originally it was thought to be \$171 million in FY99, but in fact it is closer to \$175 million. The Department of the Army has been generally responsive. As a result of Department of the Army support, money has been programmed and West Point will be able to, with some minor exceptions, resolve what is believed to be the worst of the classroom problems and the worst of the barracks problems.

The Superintendent informed the Board of the New Funding Paradigm that will refocus the Academy's resourcing strategy. He explained that there is a "alternative view" of USMA as a "most competitive" university in competition for top-quality candidates. He stated that the basic question is, "does the Academy *need* to be treated differently than the average installation." We think it should. The Superintendent has requested that DA view USMA as the Army's undergraduate university instead of as an installation within the training base. He added that among the implications of viewing USMA as the Army's undergraduate university is that USMA's minimum sustainment level (MSL) of \$175 million, may actually be the "critical" baseline rather than the "sustainment" line. Current shortfalls in program areas suggest that the MSL may be inadequate for long-range sustainment. Mr. Kimsey stated that what this really means is that the Academy needs an operating budget of MSL plus another \$30 million per year, or at least \$200 million. The Superintendent agreed. The Superintendent added that the Academy is going to reassess the requirements, develop the methodology, and articulate the resourcing strategy to the Department of the Army. The methodology includes looking at comparative colleges and universities (i.e. Navy, Air Force, Tulane, Princeton), and looking at the elements of infrastructure of those schools. The Superintendent stated that he would keep the Board informed at each stage of this process.

The Superintendent informed the Board that West Point will have a year-end unfunded requirement of approximately \$5 million. This has been briefed to the Army leadership. Those funds would go in part towards the repair of the Cadet Mess in Washington Hall. Estimates have been received that shows the Cadet Mess is the most serious of the Academy's remaining deficiencies. For example, it has serious wall leaks and damage to a lot of the interior.

c. **PRIVATE FUNDING.** The Superintendent informed the Board that the Association of Graduates will kick off the Bi-Centennial Campaign by announcing that \$100 million of the \$150 million goal has been pledged in private funds. This funding will go towards Brick and Mortar areas to include a new Crew and Sailing Center, Thayer Walk, and Shea Stadium Renovations; and towards Focused Endowments such as Academic Programs and Chairs, and support for Bedrock Values. He added that many friends, alumni, and foundations have come

forward asking if they can support key chairs, cadet activities, as well as the new center for professional ethic.

The Superintendent stated that one of the reasons the Academy has been so successful in its campaign is that many private donors are stepping forward offering funds and creative accounts that allows the Academy to build what it wants to build. One of the most important things to sustain this effort is to change 10 USC to permit an unconditional bank guarantee of assets to act as cash for the purpose of proffering a gift. Currently, this legislation is at the Office of Management and Budget (OMB) in the Office of the General Counsel. Congresswoman Kelly suggested that those Board Members in Congress send a letter of inquiry to the Office of the General Counsel. The Superintendent stressed that this is perhaps, right now, the most urgent issue on his agenda and he would appreciate any help. Access to this funding will influence whether the Academy can break ground within the next nine months on the Michie Stadium Annex, as well as the Crew Boathouse, and perhaps the press box in Michie Stadium.

In conclusion, the Superintendent asked for the Board's continued support for adequate and sustained OMA funding for USMA; change to the Gift Acceptance Statute; support for Secretary of Defense waiver authority for international cadets; and assistance with the 4000 cadet authorization ceiling.

6. COMMANDANT'S UPDATE. Brigadier General Abizaid began his update by briefly describing the Sandhurst Competition and introducing Cadet Paul Carron, Brigade Sandhurst Officer.

Cadet Carron informed the Board that the Sandhurst participants consist of 32 USMA teams, 5 first region ROTC teams, 2 Royal Military Academy, Sandhurst teams, 1 Royal Military College team, and a team made up of tactical officers. Each team consists of 9 members; one of those 9 is a female. He added that this competition is about leadership. It is about leading people and about having cadets run and execute training in a professional manner. Cadet Carron ended his briefing by describing the course and showing a short video.

Next, the Commandant spoke to the Board about the Directorate of Cadet Activities. DCA sponsors 105 separate clubs and teams, providing cadets a great opportunity to participate in a variety of activities. DCA is also responsible for the operations of facilities, several restaurants, Eisenhower Hall, the Firstie Club, and the Cadet Book Store. It is a very large organization with a lot of activity and money going into it. The Commandant introduced the head of DCA, Lieutenant Colonel Endres, who added that this is a great program, one of the largest in the country.

Next, the Commandant introduced Colonel Maureen LeBoeuf, Director of the Department of Physical Education. Colonel LeBoeuf updated the Board on the Arvin Physical Development Center renovation. Phase I, which is due to take place from June 1999 through August 2000 will cost approximately \$12 million. This phase consists of the demolition of the southwest portion of the center. Phase II, which is due to take place from fall 2000 through the summer of 2002 will cost approximately \$72 million. This phase consists of the building phase and it will include 2 new pools, 4 gymnasiums, 12 racquetball courts, 4 combat rooms, 2 fitness/weight rooms, 5 wrestling rooms and a climbing wall. Colonel LeBeouf assured the Board that even though DPE is undergoing extensive renovations, the program will not suffer. The cadets will continue to get the same quality instruction as they have in the past.

In conclusion, Brigadier General Abizaid stated that the state of morale and discipline among the Corps of Cadets remains high.

7. DEAN'S UPDATE. Brigadier General Lamkin began his briefing by giving the Board an update on the Command Climate Survey. The purpose of this survey is to gain knowledge of the organizational climate, monitor potentially problematic areas, and identify organizational factors associated with desirable outcomes. The Command Climate Survey is administered every March, and consists of 36 closed-ended questions that measure the 10 distinct dimensions of an organizational climate, and 17 additional closed-ended questions that measure the perceptions regarding promotions, professional development, academic freedom, and leadership opportunities. In response to a question by Brigadier General (R) Patin regarding the outcome of the latest survey, the Dean informed the Board that the results for the 1999 Command Climate Survey are not due out until later in May, but based on the results of past surveys, the faculty has been generally satisfied with the organizational climate. Some specific strengths highlighted were respect, teamwork, participation and work autonomy. There are, however, areas that could be improved such as janitorial support, civilian integration, and operational tempo (OPTEMPO).

Next, the Dean updated the Board on the Middle States Accreditation. He stated that the Academy has completed a self-study and that the results of a lot of quality investigation show a very high level of satisfaction and a high level of performance at the Academy. It has also allowed the Academy to identify areas where it can improve and move ahead in the years to come.

In conclusion, the Dean stated the Academy has an immediate need for additional funds for top priority repairs and maintenance of academic buildings. A UFR of \$800,000 has been submitted for regular maintenance and upkeep and \$500,000 for janitorial support. There is also a need for \$100 million for a new Science Building and Learning Center to posture West Point for excellence in the 21st Century (which is now in planning). He added that the Academy has great programs and great students, but that the long term health of the Academy cannot be taken for granted and we need to take care of the funding issues at hand for the long term health of the Academy.

Mr. Kimsey asked for clarification of the minimum funding level need. He asked if it wasn't really at \$200 million. The Dean confirmed this amount.

8. ADMISSIONS UPDATE. Colonel Jones began his remarks with a brief discussion of the Admissions mission statement.

He assured the Board that quality remains high in all the indicators: academics, leadership, participation and athletics. The Academy is very close to where it needs to be on the class composition, it anticipates meeting all of the composition goals with the exception of African-Americans. That goal is between 8% and 9% for the Class of 2003. Next, Colonel Jones updated the Board on the status of international cadets. He stated that the Academy has a great group of international cadets who have been qualified for this year. If the additional five waivers are authorized by Congress, a total of twelve international cadets will enter as members of the Class of 2003.

In conclusion, Colonel Jones briefly spoke to the Board about the Letters of Assurance Program, a very successful program that notifies a candidate that he or she will be offered admission if all qualification standards are met. This program is so successful, that last year the Naval Academy copied it. He added that last year's yield rate from this program was approximately 71% - which beats 98% of all colleges in the country for admissions rates.

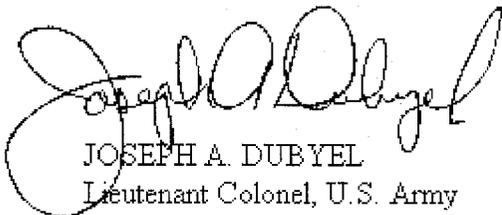
9. IMPACT AID UPDATE. Lieutenant General Christman introduced Ms. Roxanne Donnery, President of the Highland Falls/Ft. Montgomery School Board, who began her update with defining Section 8002 - Impact Aid. She stated that the President's FY 99 budget has no provisions for Section 8002 - Impact Aid. With the assistance and support of Congress, \$28 million in FY 98 was provided. She stressed that the local school district cannot weather year to year appropriations changes in sustaining its programs for the future.

In conclusion, Ms. Donnery asked that the Board recognize that Highland Falls is unique because it has been left with only 7% of taxable land. In addition, over the last 5 years, taxes have increased by 45%. Therefore, in order to keep the budget level flat, the school district has had to cut out programs causing a detrimental effect on the school children.

10. ADJOURNMENT. There being no further business to discuss, Congresswoman Kelly adjourned the spring meeting of the 1999 Board of Visitors.



SUE KELLY
Vice Chairperson
United States Military
Academy Board of Visitors



JOSEPH A. DUB YEL
Lieutenant Colonel, U.S. Army
Executive Secretary
United States Military Academy
Board of Visitors

**AGENDA
 SPRING MEETING
 UNITED STATES MILITARY ACADEMY BOARD OF VISITORS
 MONDAY, 3 MAY 1999**

0930-1000	Office Call with the Superintendent	Board Members
1000-1030	Office Call with the Dean	Board Members
1030-1130	Roundtable Discussion with Faculty	Board Members
1130-1245	Lunch with Cadets at Washington Hall	Board Members
1300-1530	Official Meeting	
1300	Call to Order	Congr. Kelly
1300-1310	Administrative Remarks	LTC Dubyel
1310-1315	Chairman's Remarks	Congr. Kelly
1315-1330	Approval of Organizational Mtg. Minutes	Board Members
1330-1335	Secretary of the Army Rep. Remarks	Mr. P.T. Henry
1335-1445	Superintendents Remarks	LTG Christman
	Military & Physical Programs Update	BG Abizaid
	Academic Program Update	BG Lamkin
1445-1500	Admissions Update Class 2003	COL M. Jones
1500-1515	Impact Aid Update	Roxanne Donnery & Dr. Lietman
1515-1530	Closing Remarks	Congr. Kelly
	Confirm next meeting dates	
	Adjournment	
	Photo Opportunity	
1530-1600	Tour Lichtenberg Tennis Center (BG (R) Patin & Mr. Lyford)	Board Members
1600-1630	Movement to Ramada (BG (R) Patin & Mr. Lyford)	Board Members
	Dinner at Leisure	

RON

ENCLOSURE 1
 APPENDIX III

INFORMATION PAPER

MACC-P

28 April 1999

SUBJECT: Renovation of the Arvin Cadet Physical Development Center

1. In June 1999, USMA will begin groundbreaking for a five-year, \$85 million renovation of the Arvin Cadet Physical Development Center (CPDC). The new CPDC will be a state-of-the-art facility to support USMA's Physical Development Program and adhere to our philosophy of "every cadet an athlete."
2. The current facility is old (original gym was constructed in 1910, with subsequent wings added in 1935, 1971, and 1976) and badly in need of structural and mechanical repair. Additionally, because the current facility was built "piecemeal" it is a maze inside and very difficult to get from one place to another. One area that will remain unchanged is Hayes Gym.
3. The new center will be 590,000 square ft (current being 400,000) to include:
 - 2 new swimming pools (Crandall Pool will receive a lane expansion)
 - 4 gymnasiums with 12 basketball courts
 - 18 racquet ball courts
 - Climbing wall
 - 5 wrestling rooms
 - DIA and DPE sports medicine areas
 - Physical therapy area
 - 4 multi-purpose rooms
 - 4 combatives rooms
 - 2 fitness/weight rooms ('62 Fitness Center will double in size to 13,000 sq ft)
4. Phase I, scheduled for June 1999 – August 2000 will include building a power substation to replace the system located in the basement of the CPDC and conduct demolition of the SW portion of the center. Phase II and III, scheduled for Fall 2000 – Summer 2002, includes the major building renovation for the new CPDC.
5. Preliminary work is currently being done to ensure the facility is ready for full-scale construction in June. Temporary facilities are being established at various locations on post for selected instruction activities that are effected by the renovation. The primary components of the Physical Program will not be altered; e.g. the Indoor Obstacle Course Test (IOCT) will still be executed in Hayes Gym
6. USMA is fortunate to have this project and looks forward to the new facility contributing to the country's best physical development program and the important mission of developing leaders of character for our Army and our nation.

LTC Doty/ 938-4407

ENCLOSURE 2
APPENDIX III

INFORMATION PAPER

MAPA

21 April 1999

SUBJECT: Hotel Thayer Privatization, West Point, NY

1. PURPOSE: Provide updated information on the Hotel Thayer Privatization project for the Board of Visitor.

2. FACTS:

a. On 25 March 1998, the U.S. Government contracted with Hudson River Partners L. P., a private party to renovate and operate the historic Hotel Thayer, on the grounds of the United States Military Academy. The United States of America, acting through the Secretary of the Army, entered into a lease demising the Hotel Thayer to Hudson River Partners, at nominal rent, for 50 years with 25 year extension at the Army's option.

b. Hudson River Partners and the Army Morale, Welfare and Recreation Fund, a non-appropriated fund instrumentality of the United states government, entered into a Privatization Contract under which Hudson River Partners L. P. has secured financing and will design, renovate, expand, operate and maintain the hotel for a period coterminous with the Lease term.

c. The Thayer Hotel has been expanded and renovated over the years. These efforts include construction of a dormitory annex with 42 rooms costing \$529,300 in 1947, renovation of the main kitchen costing \$457,000 in 1956, and expansion of public space costing \$747,100 in 1964. Although these improvements were made to the facility, it was nonetheless functionally and mechanically obsolete. It required renovation and expansion in order to continue to meet the needs of West Point. The hotel became non-responsive to the present market due to the deterioration of the physical structure and the facility's lack of functionality.

d. The decision to privatization to redevelop the hotel was based on the following:

(1) Lack of funding throughout both appropriated and nonappropriated fund budgets.

(2) Independent market studies indicate there is a unrealized commercial potential that can support major renovation and modernization, and provide a return to the investor.

(3) West Point and the Hotel Thayer are conveniently located near New York City, upstate New York, New Jersey and Connecticut. The hotel is also easily accessible from five major New York airports. The location and accessibility factors make it a very marketable facility.

e. The renovation/expansion project is divided into two phases.

ENCLOSURE 3
APPENDIX III

(1) Phase I, the renovation of the existing 1920's Hotel is currently underway. The hotel closed on 30 November 1998 for Phase I of the renovation. A partial opening is anticipated for late spring, with Phase I of the project being completed in late August 1999. Phase I includes renovation of the guest rooms in the historic main building, kitchen, guest corridors, elevators, replacement of roof, new paint and carpet cleaning in meeting rooms. During Phase I the 176 guest rooms in the main structure will be reconfigured into 129 larger room. The current annex with 26 guest rooms will receive cosmetic touches and remain in place until Phase II commences when it will then be demolished.

(2) Phase II, is new construction and is schedule to start after the completion of phase I. The new construction includes additional 126 guest rooms, conference center with new meeting/functions rooms, new dining room and lounge, swimming pool/ fitness center, re-orientation of parking and upgrade of adjacent athletic fields. Phase II cost are estimated to be \$28 million. Helmer-Cronin Construction, Inc. is the general contractor for the Hotel Thayer project.

f. The project will be accomplished over a three year period at a cost of approximately \$54 million. Funding sources are \$48 million of commercial debt, \$5 million of developer's equity and \$1 million of Army nonappropriated funds. All commercial debt will be paid from operation profits. The Army's central nonappropriated fund will underwrite \$24 million of developer's principle and interest for ten years at which time the Army's liability ceases. No appropriated funds are allocated to this project. In compliance with Congressional guidance, the Army's nonappropriated fund expense and liability is limited to no more than \$25 million.

g. The rates established by the Fisher Hotel Group, Inc. for guest rooms as the rooms come back on line in the summer of 1999 are \$150 a room from Sunday through Thursday, and \$180.00 a room on Friday and Saturday. The total number of guest rooms available at the completion of Phase I will be 155 rooms. The number of guest rooms will increase to a total of 255 at the completion of Phase II of the renovation project. During the renovation of the Thayer Hotel, guest to the installation have the option on using the Five Star Inn Guest House at the Academy, if they are military or retired ID card holders, or using one of the eight hotels/motels in the immediate area. Guest also have the option of over 25 hotels/motels within a 20 miles radius of the Military Academy.

h. Army point of contact for this project is Mr. Peter Isaacs, Deputy Commander (Programs), US Army Community and Family Support Center (703) 681-7469.

ANTHONY G. BROWN/DCFA/2103

INFORMATION PAPER

MAAR-ER-SE
30 April 1999

SUBJECT: International Cadet Admissions Program

1. Purpose. To provide information on International Admissions and current legislation impact on tuition waiver assistance.
2. For the Class of 2003, (72) countries were invited to nominate for the International Cadet program. Last year, (132) countries were invited. The decrease is due to the Departments of State and Defense not inviting those countries which have historically not shown an interest in the program or which have their own military academies (e.g.: France, England).
3. Per guidance issued by the Department of State, USMA currently has one full tuition waiver to be used over the next three years if there are no changes made to the governing legislation. The following table is a breakdown of the enrolled International Cadets in terms of cost-waiver classifications:

Class	Full Waiver	Partial Waiver	No waiver	Total Intl. cadets
1999	7	0	0	7
2000	9	0	1	10
2001	13	0	0	13
2002	4	2	0	6
4. The impact of a reduction in full cost waivers is significant. For the class of 2002, ten offers of admission went out to International cadets. Six accepted and four declined bringing total enrollment to (36) International cadets. Of those who declined, the only reason given was cost of the program (i.e., no waivers offered by the U.S.).
5. There are no limitations on partial waivers - those for which the U.S. pays 35% of the tuition requirements and the foreign country pays the remainder. The full annual tuition rate charged to foreign governments in FY99 for all academies is \$70,033.
6. For the class of 2003, 20 countries nominated a total of 87 candidates. Twelve candidates representing eight different countries were fully qualified for admission. The Admissions Committee for International Cadets met 16 April 1999 for slating of qualified candidates.

CPT Daddis/x5726

ENCLOSURE 4
APPENDIX III

INFORMATION PAPER

MADN

24 April 1999

SUBJECT: USMA Accreditation Self-Study

1. The USMA receives accreditation from the Commission on Higher Education, Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104 (215) 662-5606. Accredited since 1949, the USMA hosts on-site evaluation visits from the Commission very ten years. The most recent on-site evaluation was in 1989; the next evaluation team visit is scheduled for October 1999. In 1995, at the midpoint in the primary accreditation cycle, the USMA submitted its Periodic Review Report; the Commission reviewed this document and reaffirmed the USMA's accreditation in November 1995.
2. A self-study process, culminating in a self-study report, precedes the on-site evaluation. On 17 March 1997, the Superintendent initiated the self-study process by appointing COL Anthony E. Hartle, Professor and Deputy Head, Department of English, to chair the self-study steering committee.
3. The Superintendent identified three general purposes of the self-study:
 - a. The self-study should provide the USMA an opportunity to take stock of what it has accomplished since its last report to the Commission.
 - b. The self-study should enable the USMA to invigorate the areas of outcomes assessment, extend the initiatives in academic assessment to the military and physical programs, and bring emphasis to assessment at the institutional level.
 - c. The self-study should allow the USMA to consider the impact of changes since the last self-study on the Academy's effectiveness and mission.
4. The Superintendent directed a self-study that would be comprehensive in nature but which would focus on six special areas of interest. The self-study steering committee formed six subcommittees to focus on these areas of emphasis.
 - a. Strategic Planning and Programming. This subcommittee focused on strategic planning, fund raising, information management at the institutional level, and facilities management.
 - b. Leader Development. This subcommittee examined character development, assessment at the institutional level, and the Cadet Leader Development System (CLDS). The subcommittee also conducted an analysis of the use of cadet time.

ENCLOSURE 5
APPENDIX III

c. United States Military Academy Preparatory School (USMAPS). This subcommittee concentrated on accessions, bedrock values, and the status of USMAPS as a formal part of the USMA.

d. Outcomes Assessment at the Program Level. This subcommittee examined the status of outcomes assessment in the USMA's Military, Physical, and Academic Programs.

e. Gender and Racial Diversity in the USMA Community. This subcommittee, after an initial survey, focused on respect for others as the lens through which to view issues involving gender and racial questions.

f. Faculty. This subcommittee undertook an extensive analysis of issues relating to faculty, particularly those associated with the significant increase in the civilian component of our faculty mix.

5. Each of the subcommittees produced a report, and the steering committee included these reports in an Interim Self-Study Report, printed in seven volumes. After staffing this report widely throughout the USMA community, the self-study steering committee produced a single consolidated document, the USMA Institutional Self-Study Report, which was approved by the Superintendent on 22 April 1999.

6. Dr. Arthur Rothkopf, President of Lafayette College, at the request of the Commission on Higher Education in coordination with the USMA, has agreed to chair the evaluation team, consisting of about eight members. The team will conduct its on-site visit on 31 October through 3 November. The Commission on Higher Education anticipates finalizing the list of team members this summer.

7. On 28 April 1999, the USMA hosted a visit from Dr. Rothkopf in preparation for his visit. This meeting allowed him to familiarize himself with the USMA and to ask questions about the Self-Study, a copy of which was sent to him prior to his visit.

Dr. Judith Loomer/938-3615

INFORMATION PAPER

MADN-PRD

28 April 1999

SUBJECT: Board of Visitors – Faculty Restructure and Command Climate

1. The Board requests an update on the current Academy Plan for faculty structure. The update should include: the planned mix of senior military faculty, civilian professors, and rotating junior 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.
2. The faculty is presently structured as follows: 17% senior military (stabilized military faculty); 21% civilian (includes Title 10, Visiting Professors, and Endowed Chairs), and 62% rotating military. Civilianization of faculty positions is complete. Stabilized military faculty positions will continue to downsize through 2002. The faculty structure for 2003 is projected as follows: 15% senior military; 21% civilian, and 64% rotating military.
3. The Academy is pursuing a total of twenty-eight endowed chairs. Two chairs are funded: the Bernard Rogers Chair in the Economics of National Security, funded by General Dynamics, presently filled by Dr. Dennis Smallwood; and, the Robert F. McDermott Chair in the Social Sciences, funded by USAA. Three chairs are receiving special fundraising efforts from the Association of Graduates through the 2002 Campaign Plan. These are chairs in constitutional law, leadership, and military history.
4. In addition to normal command channels for assessing morale, the Dean initiated a command climate survey in early 1997 to examine the morale and organizational climate of the 13 departments and two staff agencies (the library and his own). This was undertaken to gain knowledge of the organizational climate and identify potential trouble spots. Results suggest that the organizational climate is positive and, although OPTEMPO is quite high, morale is good. The survey has been initiated for the three consecutive years since 1997. Results for this year are pending.

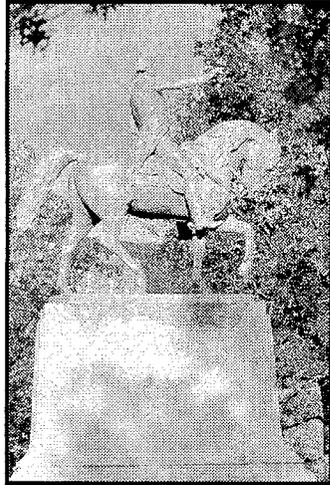
D. Scully
04/28/99

ENCLOSURE 6
APPENDIX III



United States Military Academy

Board of Visitors -- Spring Meeting Leader Team Presentation



03 May 1999
Duty, Honor, Country

Prepared by: USMA, OPA 2/10/00 11:08 AM

File Location

1



United States Military Academy

Why West Point?

“The establishment of a military academy,
upon a respectable and extensive basis,
has ever been considered by me to be an
object of the highest national importance.”

George Washington
December 12, 1799

Duty, Honor, Country

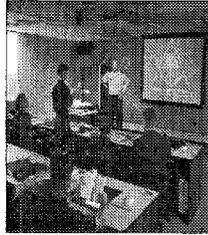
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File Location

2



USMA Mission



To educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country; professional growth throughout a career as an officer in the United States Army; and a lifetime of selfless service to the Nation.



Commander's Intent/Vision

“To be the world’s preeminent leader development institution, providing officers of character to our Army who can think, motivate, and win!”



Agenda

- Superintendent
 - New Funding Paradigm
 - Bicentennial Campaign Update
 - Legislative Update
 - What We Need From the BOV
- Dean's Review of the Academic Program
- Commandant's Review of Cadet Activities



New Funding Paradigm Refocusing USMA's Resourcing Strategy

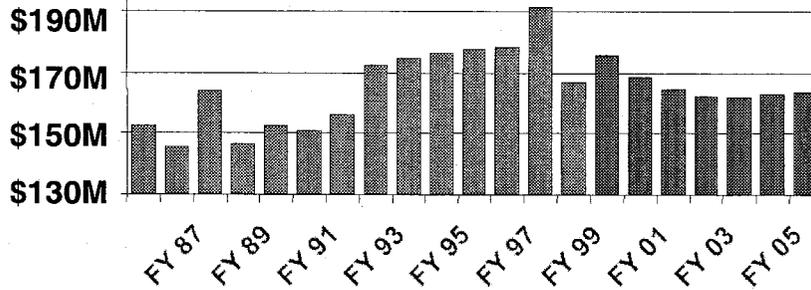
- Background
- Two Views of the Military Academy
- The "War"
- Integrated Process Team



United States Military Academy

OMA -- The History

Uneven and Uncertain Funding



May 21, 1998 Guidance
Constant FY 98M\$s

Achieved:
 Department of the Army
 commitment for a Minimum
 Sustainment Level (MSL) ~
\$174M (FY99 \$)

Has resulted in...

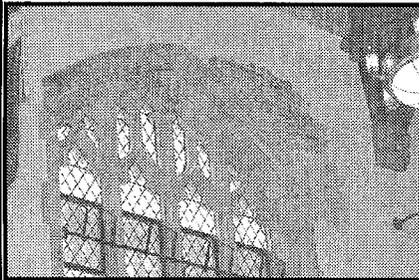
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Duty, Honor, Country

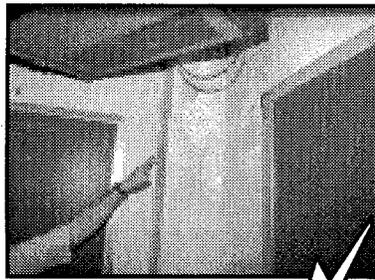
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7

Unacceptable Facility Infrastructure



Mess Hall



Classrooms



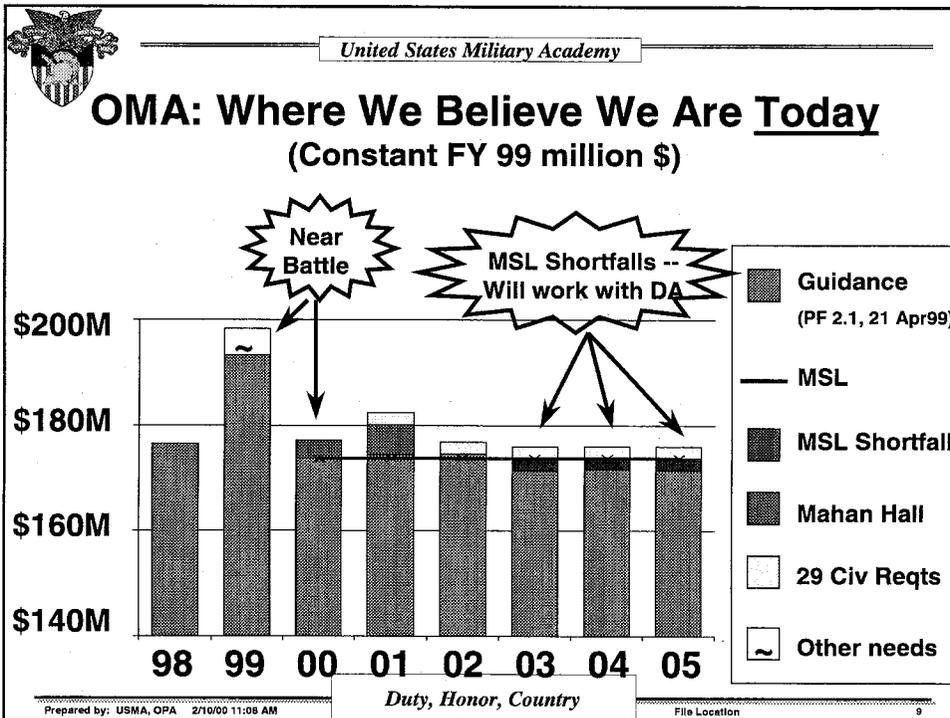
Barracks



Post Housing



Sidewalks



United States Military Academy

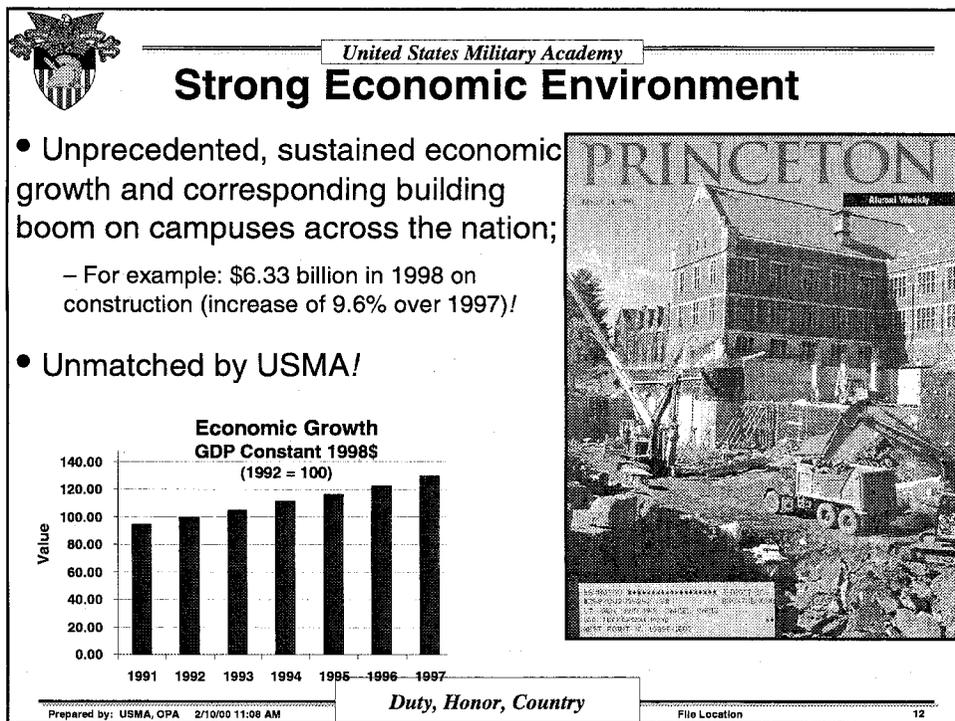
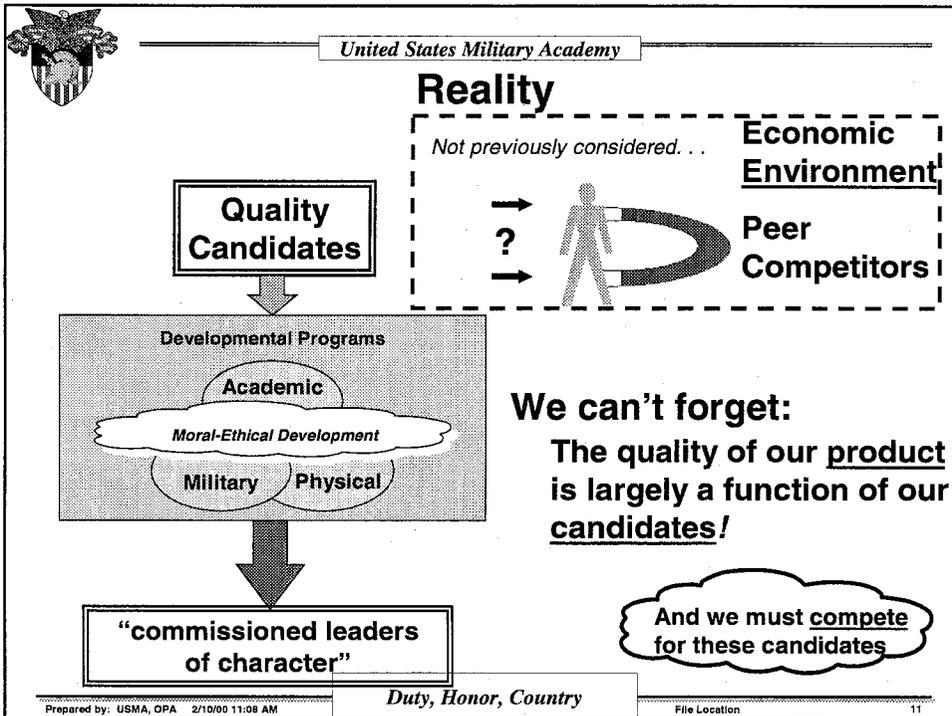
Two Views of the Military Academy

- MSL View -- USMA as an Army Installation in competition for Army resources;
- Alternative View -- USMA as a "most competitive" university in competition for top-quality candidates;
 - considers USMA's position *vis-a-vis* other comparable institutions
- Basic Question: Does the Academy **NEED** to be treated differently than the average installation?

Request DA view USMA as the Army's undergraduate university instead of an Installation within the training base. . . This MAY change funding assumptions.

Duty, Honor, Country

Prepared by: USMA, OPA 2/10/00 11:08 AM File Location 10





The "War"

The New York Times

"Yale in the Midst of a Mammoth Renovation Program"

THE WALL STREET JOURNAL

"Reading, Writing, and Building -- Nation's Elite Schools Market. . . Improvements to Lure Students"

The New York Times

"Columbia Dedicates New Research Center"



Implications of Viewing USMA as the Army's Undergraduate University

- Minimum Sustainment Level may actually be the "critical" baseline rather than the "sustainment" line;
 - Current shortfalls in program areas suggest that MSL may be inadequate as long-range sustainment.
- Further, we will need a commitment from DA for continued MCA help beyond Arvin -- well into the next century.

Preliminary Assessment:

- \$15-20M/year OMA above MSL
- \$20-30M/year MCA support



Our Response -- Establish an Integrated Process Team

Assume that USMA needs the resources to:

- Maintain USMA on the competitive edge of education excellence, through its programs, facilities, and overall quality of life, to attract the country's most promising young future leaders;
- Maintain USMA as "the wellspring of [the military] profession -- the place where the professional standards are set." (Colin Powell)



IPT Mission

- Reassess USMA requirements with the view that we are a "most competitive" university that must compete with comparable institutions;
- Develop a methodology for evaluating the current MSL in light of the requirements identified above;
- Articulate a comprehensive "resourcing strategy;"
- Package USMA requirements for competition through Army resource allocation systems.



IPT Methodology

- Identify “comparative” colleges and universities based on quality of students, size, ROTC, etc.
- Develop assumptions and criteria to serve as basis for comparison;
 - Plant, Programs (Academic and Military), Student Body, and Student Services;
- Collect and analyze data;
- Review and analyze current MSL requirements and develop a comprehensive “resource strategy.”



Tentative List of “Comparative” Colleges and Universities

- Notre Dame
- Rice
- Boston College
- Princeton
- William & Mary
- Wake Forest
- Tulane
- USNA
- USAFA

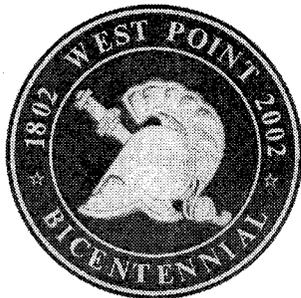


Tentative Timeline

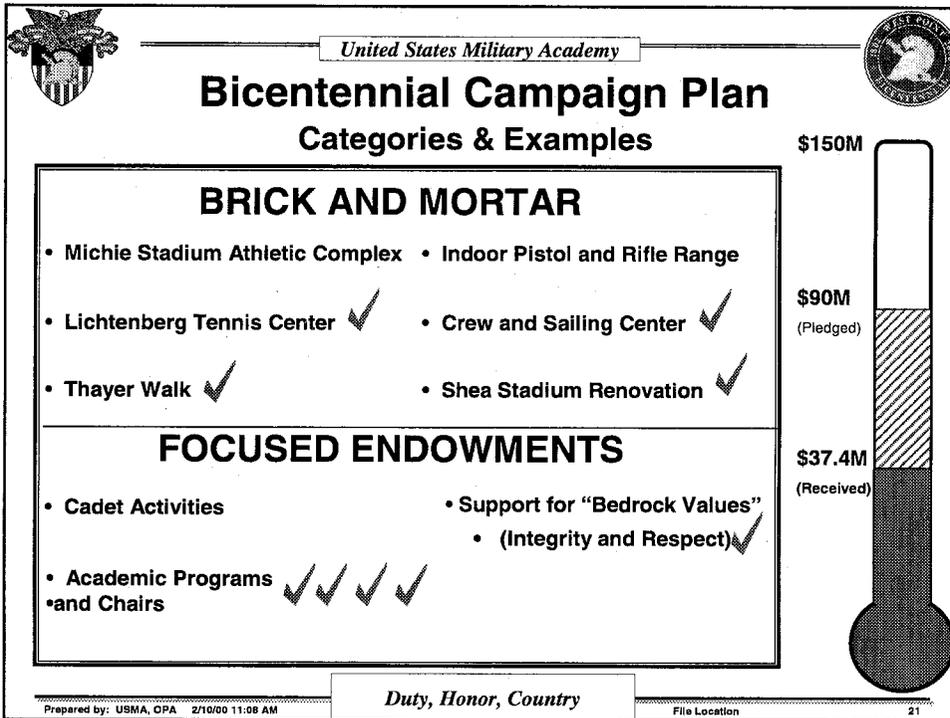
- April-May 99
 - Brief Concept To HQDA, Forum, and BOV
 - Develop Model For Integration Of Functional Comparative Analysis Data
- May-June 99 - Validation Of Data/On-Site Visits
- Summer/Fall 99 - Develop Resource Requirements
- Fall 99- Brief HQDA
- Jan-Feb 00: Brief The Planning, Programming, and Budgeting Committee On USMA POM Requirements



AOG's Bicentennial Campaign Update



- Targeted to meet cadet needs
- Focused on the "Margin of Excellence"
- Donors have given or pledged \$90M of \$150M goal!



United States Military Academy

Legislative Issues

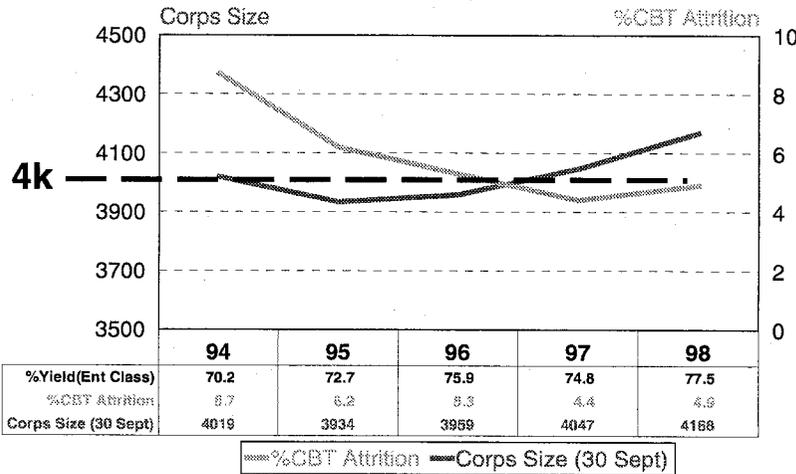
- **Size of the Corps**
 - Problem -- Current law limits size of the Corps to 4000 cadets; yearly variations in acceptance yields and attrition rates makes perfect sizing of the Corps difficult.
 - Solution -- We have a clear plan to reach 4000 ceiling. Forcing earlier adherence would cause an unnecessary disruption for admissions and Army accession. Perhaps a change in the statute to allow for "flex" (perhaps ± 5%) would be reasonable. This has no affect "authorization" or overall USMA funding.
 - Status -- NA

Duty, Honor, Country

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Building a Class Acceptance Yields and Attrition Rates



Legislative Issues

- Gift Statute

- **Problem** -- USMA cannot begin construction of facilities unless all funds are “in hand.”
- **Solution** -- USMA proposed legislative change to 10 U.S.C. 4356 to allow unconditional guarantees of credit from commercial banks/investment firms to serve as the equivalent of funds “in hand.”
- **Status** -- Forwarded through OSD to OMB for transmittal to the Hill. . . But we’ve hit an “unexpected roadblock.”



Legislative Issues

• International Cadets

- **Problem** -- FY98 National Defense Authorization Act changed the authority of SecDef to waive costs (allows only five full waivers and 35% waivers for all others). This is having a serious affect on our ability to enroll international cadets.
- **Solution** - All academies support reinstatement of broader waiver -- minimum 20 full waivers and 50% waiver for all other foreign cadets.
- **Status** - Interim fix (10 full waivers) going to House-Senate Conference.



What we need from the BOV A Review and Summary

- Support for evolving USMA resource strategy ?
 - Includes view of USMA as a “most competitive” university in competition for top-quality candidates
- Legislative Assistance
 - Avoid rigid interpretation of 4000 cadet “authorization” ?
 - Support change in Gift Acceptance Statute ✓
 - Support greater Secretary of Defense waiver authority for international cadets ✓



United States Military Academy

**West Point - a "National Treasure"
Entering our Third Century of Service
to the Army and the Nation**



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Duty, Honor, Country

File Location

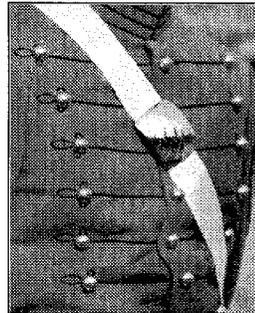
27



United States Military Academy

**Commandant's Brief
to the Board of Visitors
3 May 1999**

**BG John P. Abizaid
Commandant of Cadets**



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File Location

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United States Military Academy

Sandhurst Competition



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File Location

28



United States Military Academy

Sandhurst Competition

TEAMS:

- 32 x USMA (One team per company)
- 5 x ROTC
- 2 x RMA Sandhurst
- 1 x RMC Canada
- 1 x Brigade Tactical Department

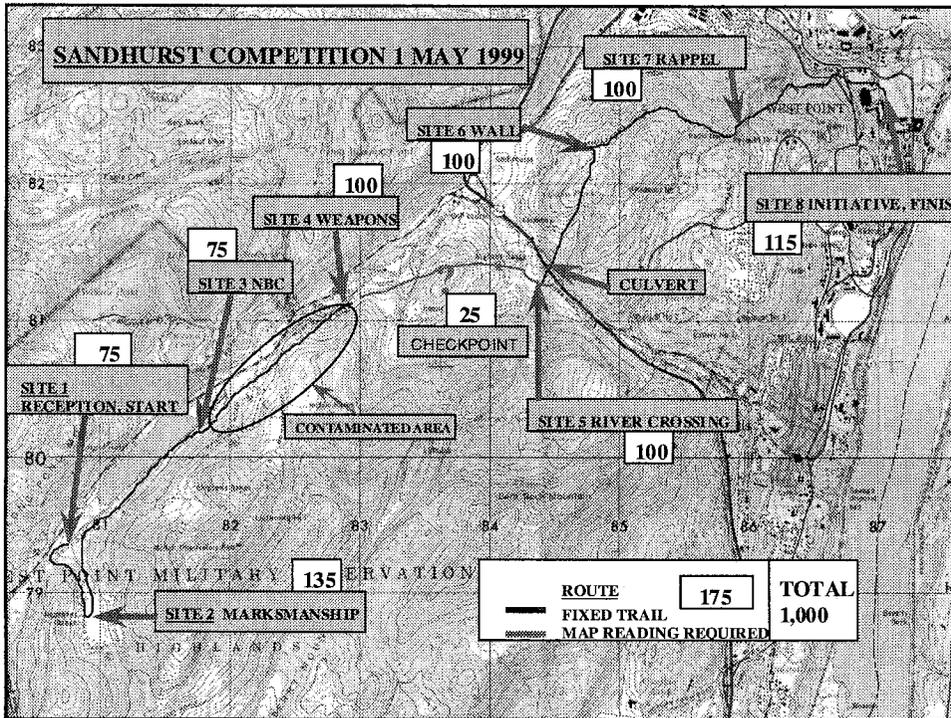
Each team 9 strong, including at least one female
OIC - Major Trevis, British Exchange Officer
NCOIC - MSG Gordan

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Duty, Honor, Country

File Location

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United States Military Academy

DCA Cadet Programs

105 Separate Clubs and Teams
(as of 12 July)

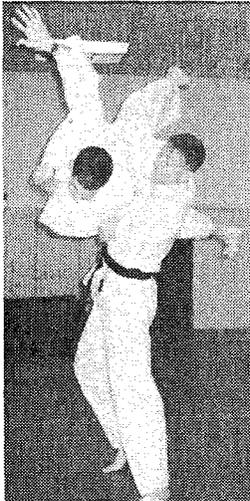


- 27 Intercollegiate teams (DPE)
- 4 Marksmanship teams (DMI)
- 8 Hobby Clubs
- 32 Academic clubs (Dean)
- 4 Military professional clubs (DMI)
- 12 Religious groups (Chaplain)
- 18 Support groups (USCC)

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Cadet Programs



- **Cadet Activity Fee - \$100**
- **Every cadet benefits from DCA**
- **1 out of 3 cadets belongs to a DCA club or team**
- **DCA utilizes the greatest number of volunteers at USMA**
- **CAF is approx 30% of the cost of comparable schools in Northeast**

Duty, Honor, Country



DCA Facilities

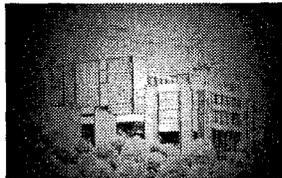
Grant Hall



Cullum Hall



Eisenhower Hall



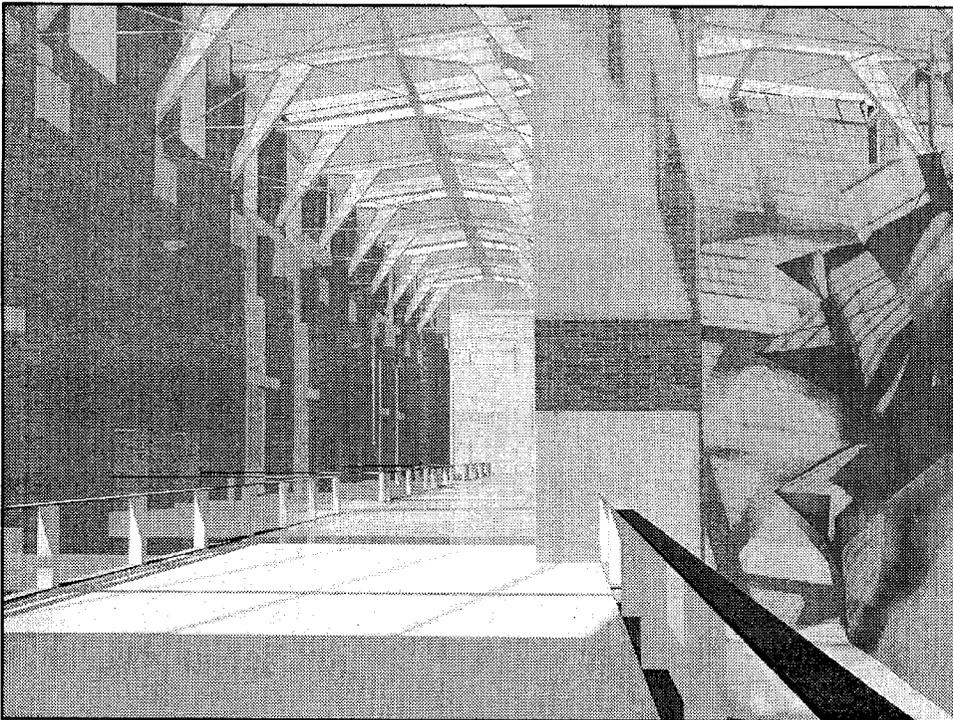
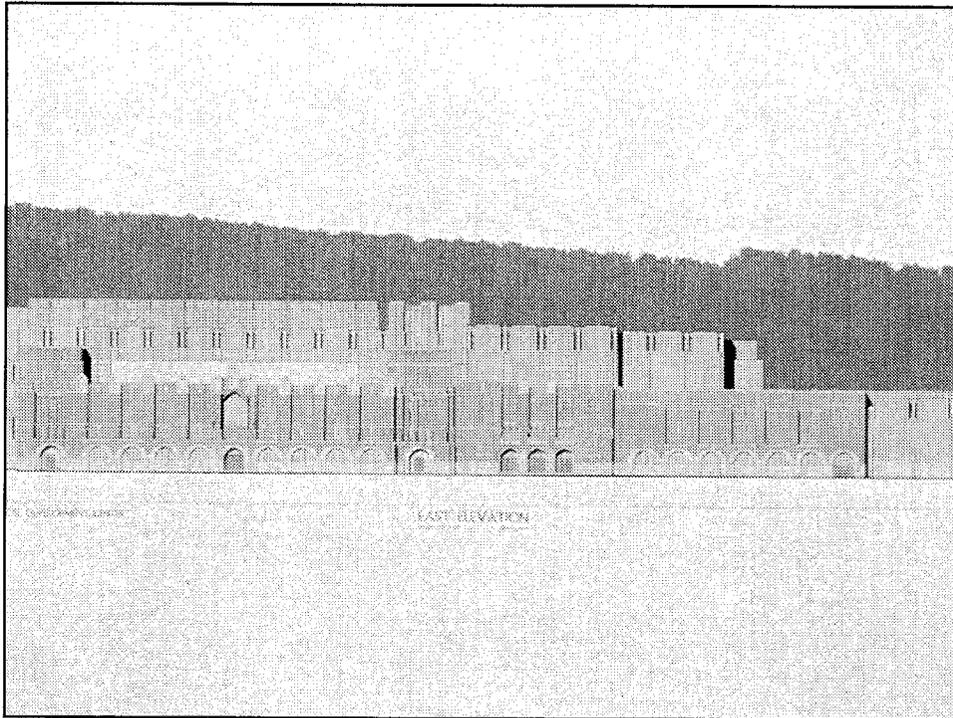
Cadet Bookstore

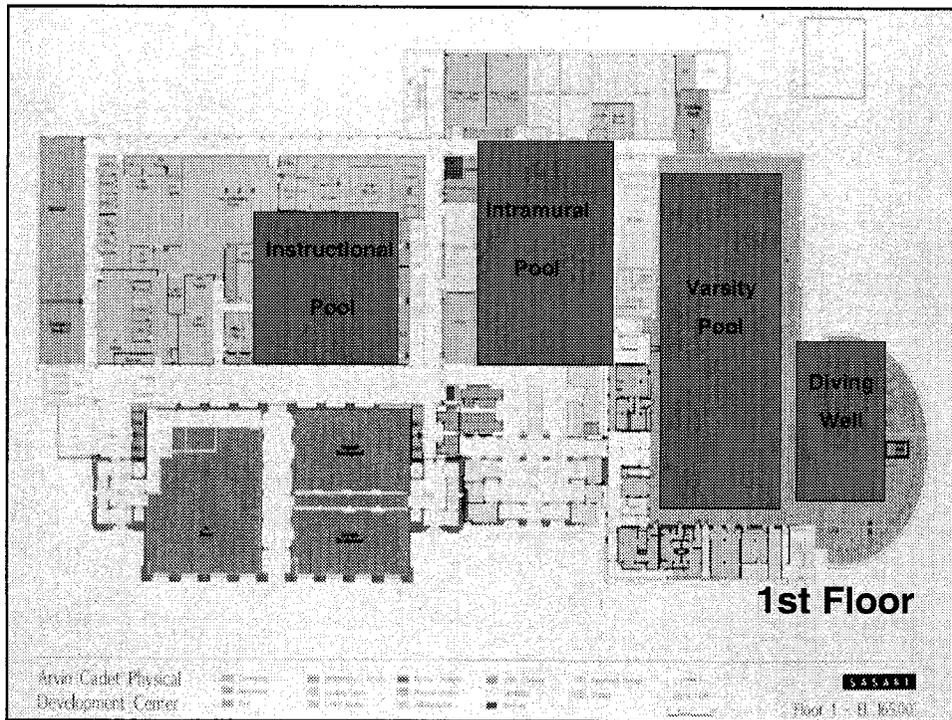


First Class Club

Not Pictured:
 Barth Hall
 Building 720
 Cadet Store
 Buildings 804 & 805

Duty, Honor, Country







United States Military Academy

Arvin Physical Development Center Renovation

Phase I: Jun '99 - Aug '00 (\$12 million)
Demolition of SW portion of CPDC

Phase II: Fall '00 - Summer '02 (\$72 mil)
Building new CPDC to include:

2 new pools	12 racquetball cts	5 wrestling rooms
4 gymnasiums	4 combatives rooms	climbing wall
	2 fitness/weight rooms	

**Temporary facilities utilized during the transition period
 DPE...prepared to sustain a solid program**

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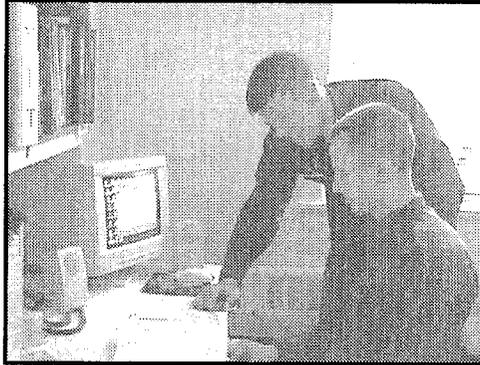
Duty, Honor, Country

File Location 38



United States Military Academy

Academic Program Update Board of Visitors



Cadets Studying in Barracks

BG Fletcher M. Lamkin, Jr.
Dean of the Academic Board

3 May 1999

Duty, Honor, Country

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File Location

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United States Military Academy

Agenda

Cadets & Faculty

Middle States Accreditation Update

Command Climate Survey Methodology

Duty, Honor, Country

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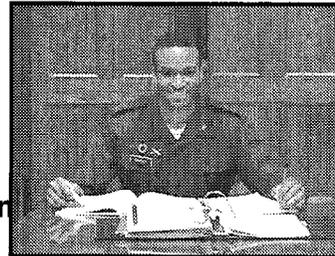
File Location

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Cadet Thurman McKenzie

- Class of 1999
- Superintendent and USMA Bronze Star Award Recipient
- Team Captain Corps Squad Track; Two-time Patriot League Champion; 400m Hurdles All-East Champion
- Chairperson for the Respect Program
- Branch - Field Artillery
- Worked on the Department of the Treasury Reinvention Team during Summer '98



Cadet Thurman McKenzie '99

Duty, Honor, Country



Cadet Hayley Ulrich

- Class of 1999
- Distinguished Cadet
- H2 Sandhurst Squad Leader
- Corbin Forum CIC
- Branch - Military Intelligence
- Helped build a school and worked with local women in rural businesses in Ghana with Crossroads Africa



Cadet Hayley Ulrich, '99

Duty, Honor, Country



United States Military Academy

Major Grant Doty Rotating Faculty

- USMA Class of 1988; M.A. Yale, 1996
- Council on Foreign Relations,
International Affairs Fellow, 1999
- Combat Engineer Platoon Leader
Desert Storm; Bronze Star, 1991
- Company Commander, 1994-5;
- Assistant Professor Department of Social Sciences, 1996-99
- Editor, Understanding International Relations (McGraw-Hill),
1998; Author, "The United States and the Development of the
Laws of Land Warfare," in Military Law Review, June 1998



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File Location

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United States Military Academy

Command Climate Survey Methodology

- **Purpose:** To gain knowledge of the organizational climate, monitor potentially problematic areas, and identify organizational factors associated with desirable outcomes.
- Administered every March
- 36 Closed-ended Questions
 - Measures ten distinct dimensions of organizational climate
(Supervision, Work Autonomy, Teamwork, Communication, Respect for Others, Role Clarity, Support, Satisfaction, Morale, and Organizational Effectiveness)
- 17 Additional closed-ended questions
 - Measures perceptions regarding promotion, professional development, academic freedom and leadership opportunities

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Duty, Honor, Country

File Location

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Command Climate Survey Methodology (Continued)

- 4 questions left open ended to solicit respondents' concerns
- Seven remaining items reflect respondents' demographic attributes and will refine general interpretations of the analyses
- Administered by our Institutional Research and Analysis Branch to protect confidentiality and to ensure a central point of contact
- Milestones:
 - 1997: Established
 - 1998: Revised by both the Assessment Steering Committee and the Middle States Accreditation Self-Study Committee on Faculty
 - 1999: Currently being administered. Results to Dean by May



Command Climate

Strengths:

- ◆ Overall: very good
 - Respect
 - Teamwork
 - Participation
 - Work autonomy

Improvements:

- ◆ Civilian faculty leadership opportunities where appropriate
- ◆ Civilian Integration in West Point Community
- ◆ GS Employee concerns
- ◆ OPTEMPO
- ◆ Janitorial Support



Middle States Accreditation Update

Schedule

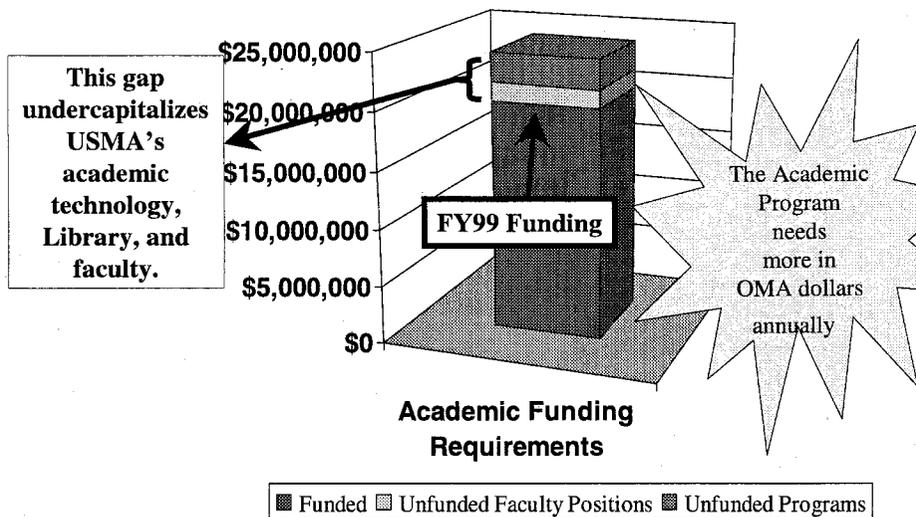
Issues

- ✓ Mar 97 - Aug 98
 - Steering Committee Selected
 - Self-Study Design Approved
 - Working Groups Formed
 - Study Conducted
- ✓ Nov-Dec 98
 - Working Group Reports Completed & Staffed
- ✓ Feb 99 Complete Draft Report
- ✓ Feb-Apr 99 Circulate Draft Report
- ✓ Apr 99 President Rothkopf Visit
- Jul 99 Submit Final Report to MSA
- Oct 99 Evaluation Team Visit

- Consistent, adequate funding to upgrade & sustain facilities
- Support for Rotating Faculty
 - Continued Quality
 - Minority Representation
- Gender Issues-progress, good program, still work to do
- USMAPS realignment is working
- Civilian Faculty Integration



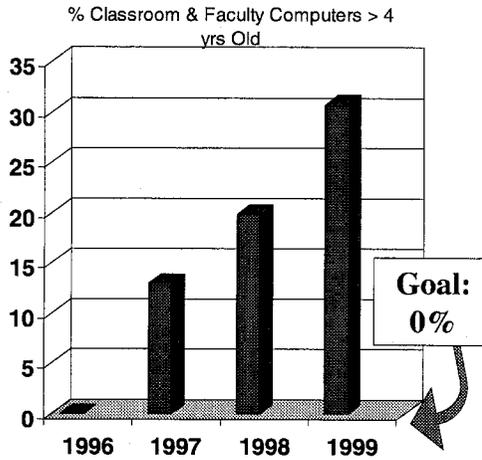
MSL Balance means USMA's Academic Program is under funded.



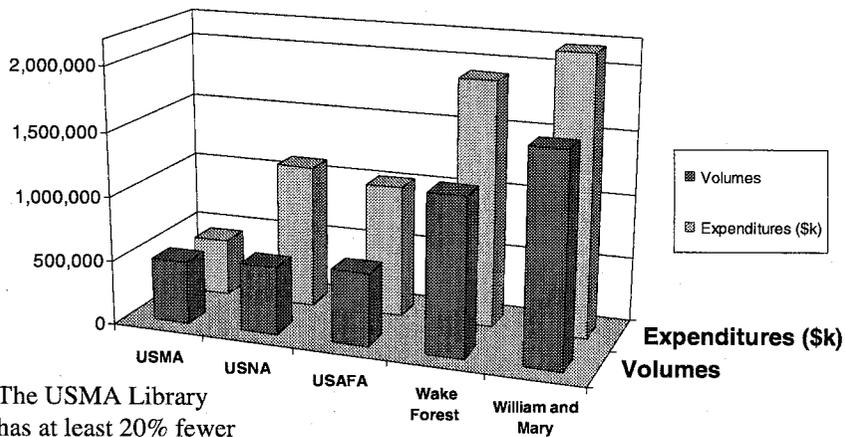


...classroom & faculty computer life cycle no longer meets the goal,...

- Goal is *all* classroom & faculty computers are less than 4 years old.
- Reduced funding since FY96 has kept us from that goal
- FY99--fell behind by an additional 180 of 1020 total computers.
- Now nearly 1/3 computers are older than oldest cadet computer.



...the USMA Library remains under stocked & underfunded,...



The USMA Library has at least 20% fewer volumes and half the purchasing power of peer institutions.

1996 data from the American Library Association



...we are short critical faculty.

- USAMAA manpower survey recognized 38 additional requirements, primarily faculty and technical staff.
- Nine have been authorized and funded; 20 essential faculty requirements remain unauthorized and unfunded.

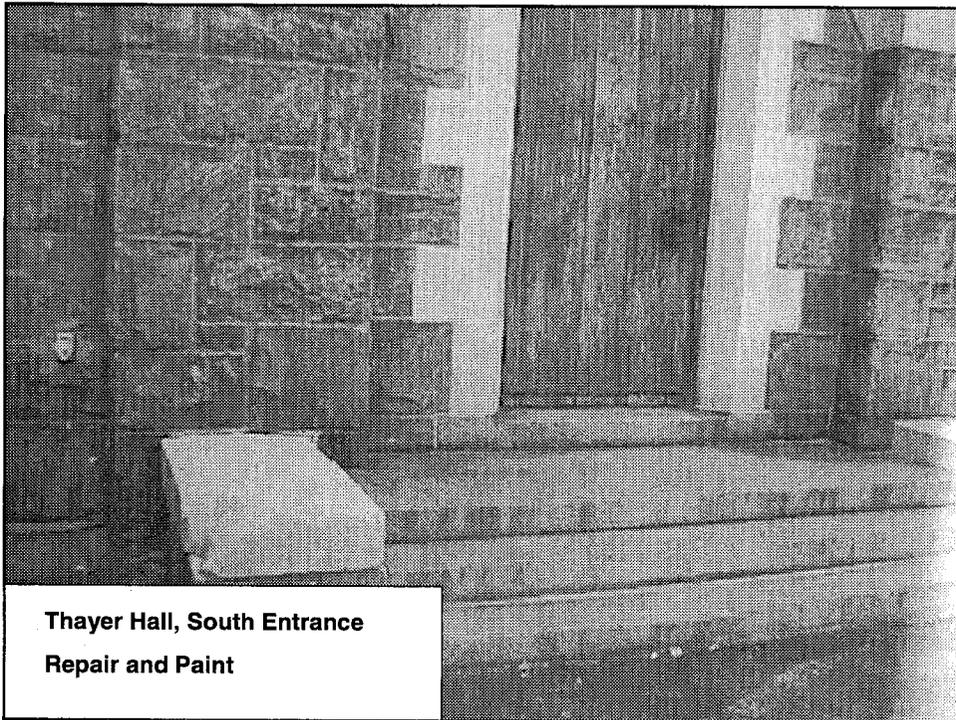
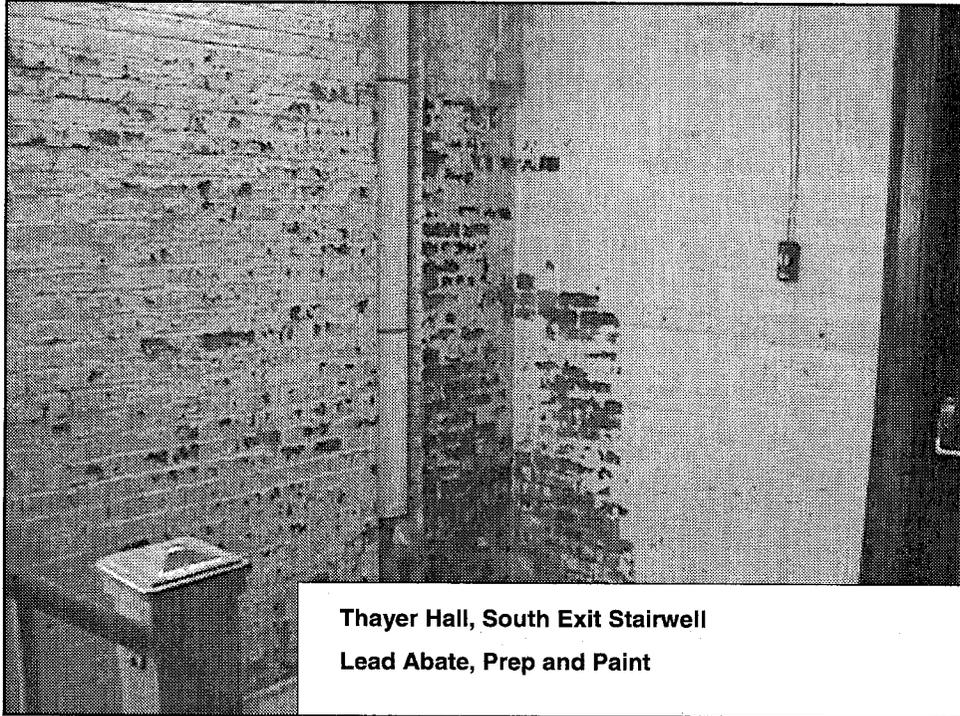
**COST=20 Civilian authorizations &
\$1.6m**

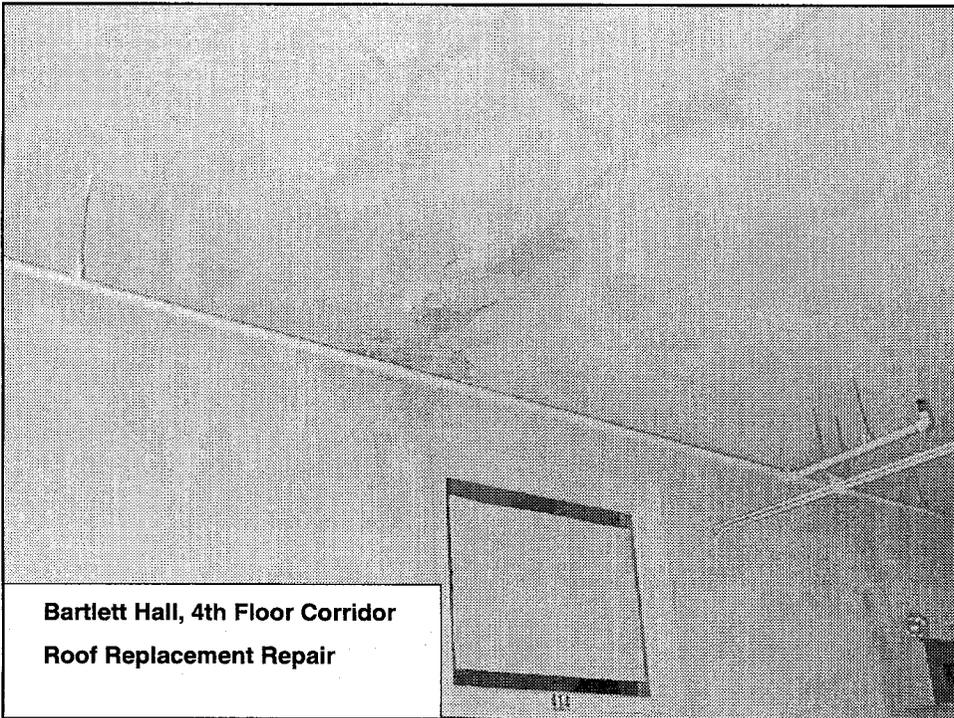
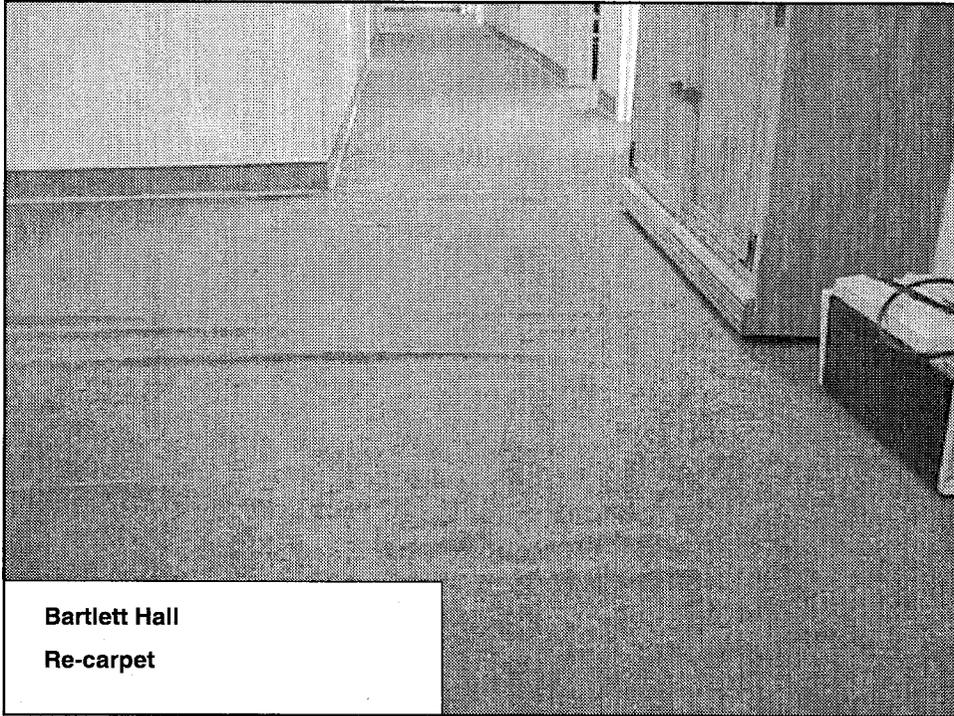
(Academic Program part of USMA UFR)

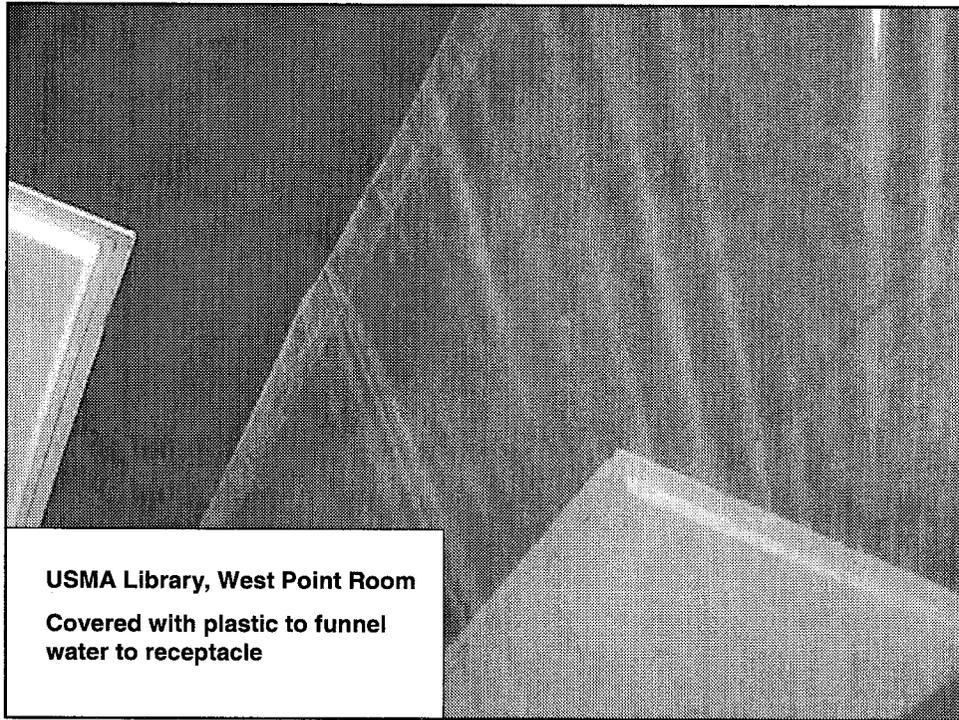


Academic Facilities Requirements

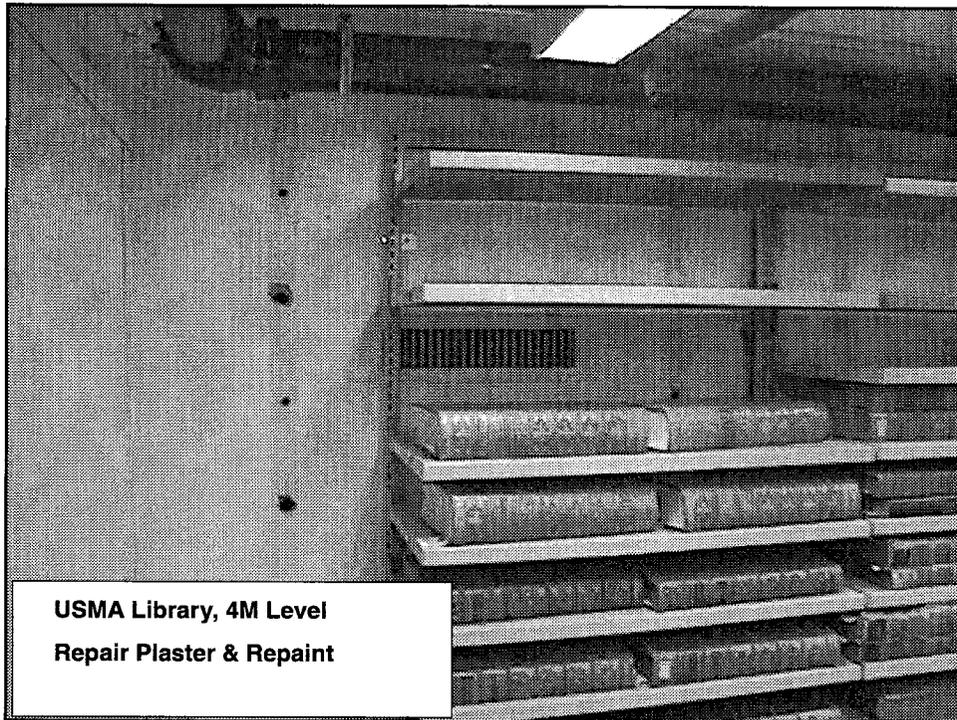
- Immediate need for additional funds for top priority repairs & maintenance in academic buildings
- Recurring annual need in operations and maintenance is under funded
 - Regular maintenance and upkeep-\$800K UFR
 - Janitorial support--\$500K UFR
- **\$100 million** for new Science Building and Learning Center to posture West Point for excellence in the 20th Century (now in planning).



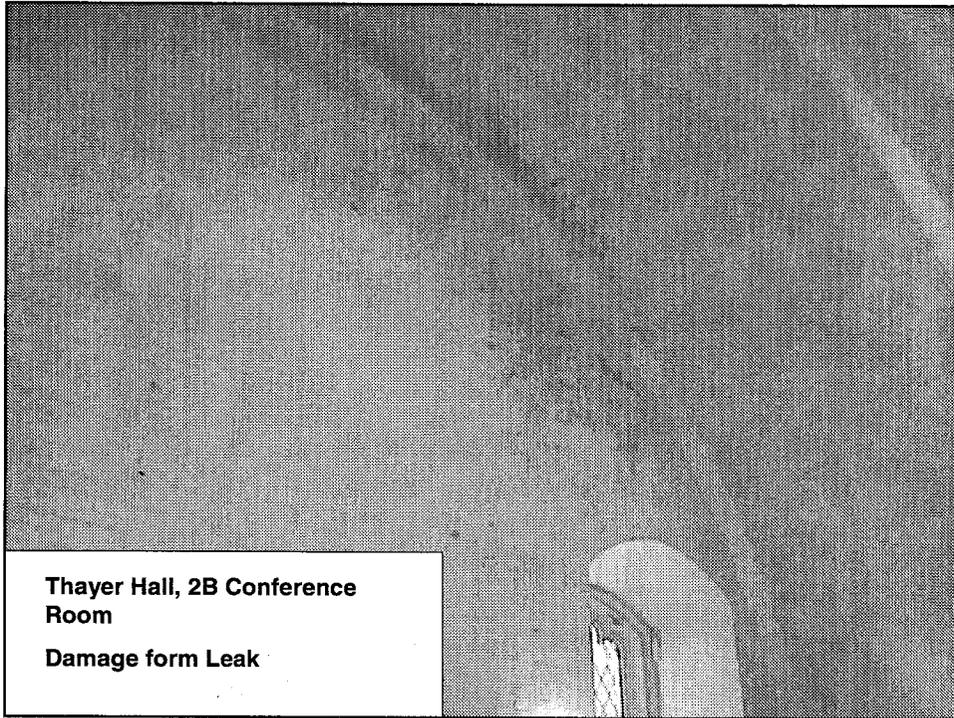




USMA Library, West Point Room
Covered with plastic to funnel
water to receptacle



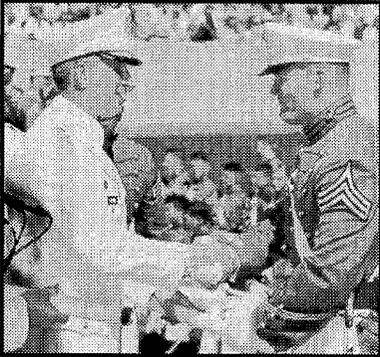
USMA Library, 4M Level
Repair Plaster & Repaint





United States Military Academy

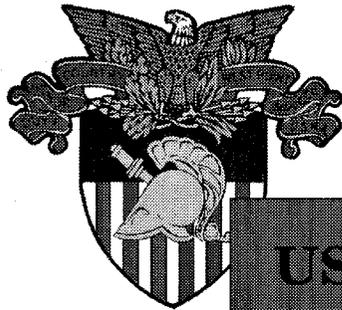
The Outcome:
Army Leaders of Character....



**Serving the Nation for
a Lifetime**

Duty, Honor, Country

Prepared by: USMA, OPA 2/10/00 11:08 AM File Location 60



USMA ADMISSIONS The Corps Starts Here

Briefing to members of the
Board of Visitors
COL Mike Jones, Director of Admissions
May 3, 1999

Prepared by: USMA, DAD

Duty, Honor, Country

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United States Military Academy

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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Duty, Honor, Country

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Current Assessment

Duty, Honor, Country



Class Profiles

	CI 2002	CI 2001	CI 2000
Top 20% of High School Class	74%	76%	80%
Valedictorians	6%	7%	8%
Salutatorians	3%	5%	5%
National Merit Scholarship Recognition	19%	18%	19%
National Honor Society	59%	60%	62%
Boys/Girls State	18%	17%	21%
Class or Student Body President	18%	17%	19%
Scouting Program	45%	45%	44%
Eagle/Gold Award Awardees	11%	13%	12%
Team Captain	62%	62%	61%
Varsity Letter Winners	90%	88%	90%
Mean SAT:	V 624 M 644	V620 M 644	V 623 M 643
Mean ACT:	E 27 M29	E 27 M28	E 27 M 28

Duty, Honor, Country



Class Composition Goals

Categories	Goals	CI 2003	CI 2002	CI 2001	CI 2000	CI 1999
		<i>projected</i>	<i>final</i>	<i>final</i>	<i>final</i>	<i>final</i>
		<u>Accepts</u>	<u>Accepts</u>	<u>Accepts</u>	<u>Accepts</u>	<u>Accepts</u>
Scholars	20-25%	1 0%	260	247	259	252
Leaders	20-25%	1 0%	286	282	259	223
Athletes	20-25%	1 0%	279	250	273	279
Women	10-15%	189 17%	192	188	188	175
Soldiers	12-15%	1 0%	212	189	172	167
African Americans	10-12%	107 9%	113	87	83	86
Hispanics	4-6%	107 9%	55	62	56	46
Other Minorities	2-3%	1 0%	103	79	97	76

Duty, Honor, Country



Admissions Data

<u>Category</u>	<u>CI 2003</u>	<u>CI 2002</u>	<u>CI 2001</u>	<u>CI 2000</u>	<u>CI 1999</u>
	14 Apr	Final	Final	Final	Final
Applicants:	11,459	12,442	12,734	12,873	12,429
Nominated:	3,972	4,243	4,292	4,387	4,562
Qualified:	1,812	2,088	2,046	2,066	2,050
Offered:	1,185	1,516	1,597	1,548	1,576
Enrolled:	~1130	1,246	1,192	1,187	1,187

Duty, Honor, Country



Class Composition Goals

Categories	Goals	CI 2003	CI 2002	CI 2001	CI 2000	CI 1999
		<i>projected</i>	<i>final</i>	<i>final</i>	<i>final</i>	<i>final</i>
		<u>Accepts</u>	<u>Accepts</u>	<u>Accepts</u>	<u>Accepts</u>	<u>Accepts</u>
Scholars	20-25%	306 27%	260	247	259	252
Leaders	20-25%	259 23%	286	282	259	223
Athletes	20-25%	228 20%	279	250	273	279
Women	10-15%	197 17%	192	188	188	175
Soldiers	12-15%	203 18%	212	189	172	167
African Americans	10-12%	95 8%	113	87	83	86
Hispanics	4-6%	107 9%	55	62	56	46
Other Minorities	2-3%	69 6%	103	79	97	76

Duty, Honor, Country



Admissions Data

<u>Category</u>	<u>CI 2003</u>	<u>CI 2002</u>	<u>CI 2001</u>	<u>CI 2000</u>	<u>CI 1999</u>
	14 Apr	Final	Final	Final	Final
Applicants:	11,459	12,437	12,731	12,867	12,434
Nominated:	3,972	4,203	4,275	4,348	4,496
Qualified:	1,812	2,085	2,071	2,081	2,034
Offered:	1,185	1,471	1,501	1,486	1,491
Accepted:	585	1,022	868	1,021	1,003

Duty, Honor, Country



Battle Focus

Focusing on the right candidates

- declined USMA for:

'99	'00	'01	'02	
- USNA	73	86	75	111
- USAFA	77	65	92	90
- USCGA	42	31	27	37
- ROTC	48	18	29	22
- didn't even apply to:

- USNA	864
- USAFA	875
- USCGA	1132
- declined ROTC for USMA:

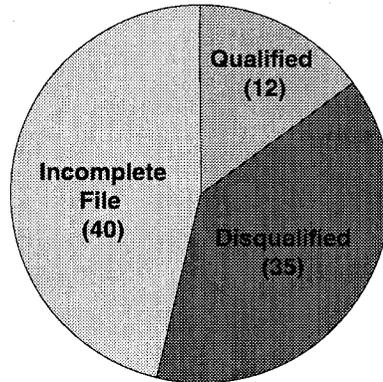
- Army ROTC	473
- Navy ROTC	322
- Air Force ROTC	55



International Cadet Admissions

Qualified Candidates for the Class of 2003

Name	Country	Currently at USMA
Idug	Turkey	3 (1 - 1999 grad)
Nikolov	Bulgaria	3 (1 - 1999 grad)
Peselj	Slovenia	2
Jeglinska	Lithuania	0 (No USMA grads)
Vulkova	Bulgaria	3 (1 - 1999 grad)
Hristov	Bulgaria	3 (1 - 1999 grad)
Tilov	Bulgaria	3 (1 - 1999 grad)
Ho Lee	S. Korea	0
Lacayo	Nicaragua	1
Ozcan	Turkey	3 (1 - 1999 grad)
Ottis	Estonia	2 (1 - 1999 grad)
Iovanescu	Romania	2





Programs to Seize the Initiative

Duty, Honor, Country



Move aggressively and early on high quality candidates

- Letters of Assurance
 - very aggressive, bumped standard up for 2003
 - USNA is mirroring our program
 - 70.6% accepted for '02 (LOA yield rate)

- Early Action

	'99	'00	'01	'02
- numbers falling off:	1663	1729	1540	1390

 - could indicate:
 - declining interest
 - aggressive LOAs / offers in hand → don't need to apply EA

- Yield

	USMA	USNA	USAFA
- very high -	76.7%	79.3%	74.2%

 - continuing to target, inform and motivate the right candidates

Duty, Honor, Country



Eliminate Surprises

- Emphasize Profession of Arms, military lifestyle
- Emphasize academic rigor
 - superb college program, superb self-development, and...
 - all programs lead to active duty Army commission
- “Admit to Graduate”
- Additional mailing with:
 - description of summer training
 - visitation policy -- no parents during Basic Training
 - Post Office Box numbers
- Develop two more videos to complement “Leaders”
 - Summers / Profession
 - Academy Tour
- Push:
 - Candidate Orientation Visit program
 - Cadet to candidate & parent contact



Exploit Technology

- CD ROM - \$3.00 (vice paper Prospectus @ \$3.20)
- Army Public Affairs outlets
- Web pages
 - Admissions
 - Field Force (download ppt briefings from site)
 - Web page video
 - Academic interests
 - The Army as a Profession
 - Frequently Asked Questions
- Servers
 - Candidate file
- Candidate correspondence



Expand West Point Parents Club Participation

- WPPC coordinator attends our daily candidate briefings
- Send mailings and new video products to West Point Parents Club Presidents
- Work with Field Force and West Point Society
- Conduct leadership awards programs in local high schools



Expand West Point Society Participation

- New West Point Society Handbook has chapter on Admissions Support
- Will include standardized leader recognition award program for local high schools in next edition
- Distinguished Society Admissions criteria upgraded
- DAD sends mailings and new products to Presidents



United States Military Academy

“Start ‘em young!”



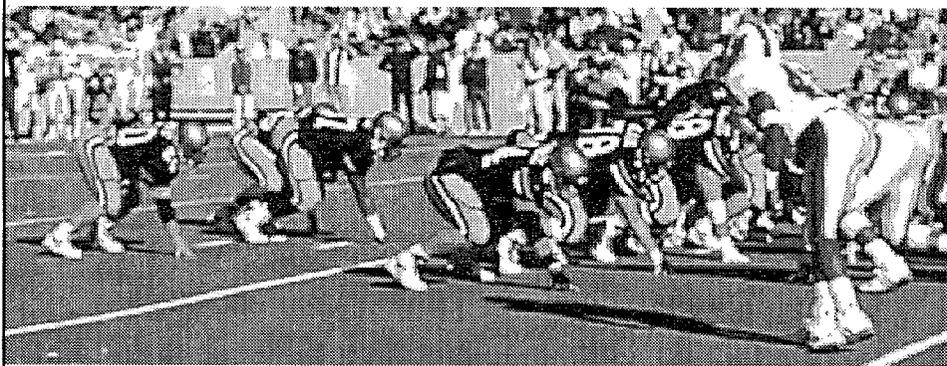
Duty, Honor, Country

Prepared by: USMA, DAD

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United States Military Academy

GO ARMY!! BEAT AIR FORCE



BEAT NAVY!!



Duty, Honor, Country

Educating Tomorrow's Leaders

Impact Aid

for

Highland Falls - Fort Montgomery

Central Schools District

Mrs. Roxanne Donnery - School Board President

Mr. Ned Kopald - School Board

Dr. Steve Leitman - District Superintendent



Educating Tomorrow's Leaders

Purpose

To inform the USMA Board of Visitors on the current state of Federal Impact Aid for the District and to ask for your help as we seek a long term, legislative solution.





Agenda

- **Background Information**
- **Impact of Lost Aid to the District**
- **What You Can Do to Help**



Background

Section 8002 - Impact Aid Defined:

Funds given to schools when the federal government has imposed a burden on a school district by acquiring a considerable portion of real property, thus depriving the district of a considerable portion of its tax base.



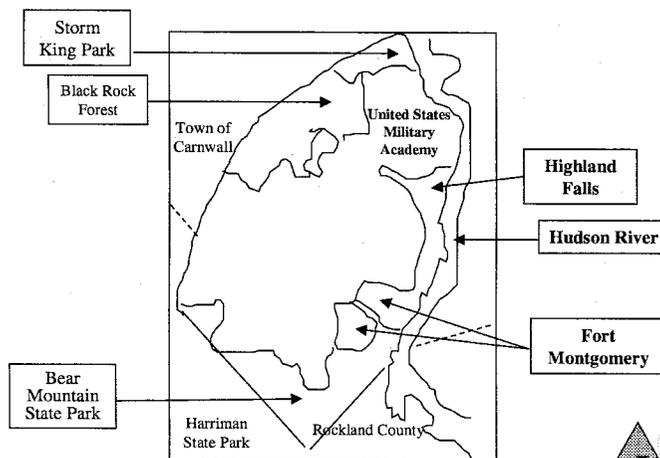
Background Continued

- The President's FY 99 Budget has no provision for Section 8002 Impact Aid.
- Congress provided \$28M in FY 98 following intense lobbying efforts.
- We cannot weather year-to-year appropriations changes in sustaining our programs for the future.

Our children deserve a permanent legislative solution!



Our District is Unique!





Lost Aid

- The Federal Government annexed 64% of our taxable land.
- Community taxes went up 45%
- The impact of lost Impact Aid equates to unpaid property taxes.



Impact of Lost Impact Aid

- Degraded Quality of Education
 - Curriculum
 - Technology
 - Staff Development
- Deteriorating Physical Plant
 - Buildings / Classrooms
 - Athletic Facilities
 - Infrastructure
- Attitudinal Impact
 - Students
 - Faculty
 - Communities



Educating Tomorrow's Leaders

Results of Special Amendment to Section 8002

- New Textbooks
- New Courses
- Additional Staff, including a Social Worker
- Staff Development
- Curriculum Mapping
- Curriculum Development
- Technology Upgrade
- Technology in Classrooms
- Removal of Carpeting
- Installation of Tile
- Upgrade in Phone System Begun
- Resurfaced Tennis Courts
- Buildings Painted
- HS Gym Roof Repaired
- Resurfaced Roads and Driveways



Educating Tomorrow's Leaders

What can you do to help?

- **Vote to reauthorize the FY 99 Section 8002 Impact Aid Bill.**
- **Join the Impact Aid Coalition.**



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SUMMARIZED MINUTES
1999 BOARD OF VISITORS FALL MEETING
NOVEMBER 19, 1999
WEST POINT, NY

1. **MEETING CONVENED.** The Fall Meeting of the 1999 United States Military Academy Board of Visitors was called to order by Congresswoman Sue Kelly, Vice-Chairperson, at 2:15 p.m., November 19, 1999, in the Superintendent's Conference Room, Taylor Hall, West Point, New York.

2. **ADMINISTRATIVE REMARKS.** The Executive Secretary, Lieutenant Colonel Lawrence J. Verbiest, announced for the record those present at the meeting:

Honorable Sue Kelly
Honorable John McHugh
Honorable Charles Taylor
Mr. James Kimsey
Mr. Robert Lyford
Mr. William Murdy
BG (R) Jude Patin

a. Also present were: Honorable Louis Caldera, Secretary of the Army; Lieutenant General Daniel Christman, Superintendent; Major General William Lennox, Chief of Legislative Liaison; Brigadier General Eric Olson, Commandant of Cadets; Brigadier General Fletcher Lamkin, Dean of the Academic Board; Mr. John A. Hammack, Chairman of the Association of Graduates; Colonel Grant Smith, USMA Chief of Staff; Mr. Steve Hall, Chief of Staff for Congresswoman Sue Kelly; Mr. Bert Mizusawa, Special Assistant for Interagency Affairs to the Secretary of the Army; Lieutenant Colonel Marc Hildenbrand, Senior Aide to the Secretary of the Army; Mr. Rick Greenspan, Director of Intercollegiate Athletics; Colonel Tim Peterson, Chief Senate Liaison Division; Colonel Mike Anderson, Commandant of the United States Military Academy Preparatory School; Colonel Mike Jones, Director of Admissions; Colonel Kerry Pierce, Director of Policy, Plans and Analysis; Colonel Arnold Smith, USMA Garrison Commander; Colonel Maureen LeBeouf, Director of Physical Education; Lieutenant Colonel John Luther, Director of Academy Advancement; Colonel Joseph Adamczyk, USCC, Escort for the Secretary of the Army; Major William Boice, Aide to the Superintendent; Command Sergeant Major Mary Sutherland, USMA Command Sergeant Major; Sergeant First Class James Owens, Communications Coordinator for the Secretary of the Army; Ms. Cynthia Kramer and Sergeant Martha Rivera, Administrative Assistants to the Board; and Ms. Angela Franciosi and Mr. Francis DeMarco, Jr., Directorate of Information Management.

b. Lieutenant Colonel Verbiest asked that every member of the Board, prior to departing, sign the signature sheet for the Annual Report. Lieutenant Colonel Verbiest then turned the meeting over to Congresswoman Kelly.

3. VICE CHAIRPERSON'S REMARKS. Congresswoman Kelly stated that we had a very difficult time this past summer because of some forest fires. The Academy performed admirably and worked very well with local and state authorities to fight these fires. It was largely due to Lieutenant General Christman's support that we were able to save as much public land as we were able to. Lieutenant General Christman's efforts also made it possible for the Highland Falls/Fort Montgomery School District to receive necessary funding; and the local community is grateful for his support in that endeavor.

4. REVIEW OF THE ANNUAL REPORT. Congresswoman Kelly opened the floor for discussion of the 1999 Annual Report. Lieutenant General Christman stated that any changes the members desired to make to the Annual Report could be made during the meeting, and signed at adjournment. After some discussion, the Annual Report was approved without modifications.

Congresswoman Kelly then welcomed the Honorable Louis Caldera, Secretary of the Army, and turned the meeting over to him.

5. REMARKS BY THE SECRETARY OF THE ARMY. Secretary Caldera thanked Lieutenant General Christman for his great leadership of the United States Military Academy. He also extended his thanks to the Board members for the tremendous work that they do helping the Department of the Army tell the American people why the United States Military Academy is so important to our country. He thanked the Board for its support of the need the Academy has to replace the Arvin Cadet Physical Development Center with a modern facility that meets the needs of the cadets. He stressed that what the cadets learn at Arvin is what they will be practicing every day of their lives as officers; physical and morale courage, and how to lead others by example. He emphasized that it is critical that the Academy has a facility that gives the cadets the opportunity to develop those traits, as well as developing character and physical skills. The Arvin Cadet Physical Development Center is not a gym; it is a core part of the everyday curriculum in the physical development of the cadets. He also mentioned that there are other areas of the Academy in need of attention. He cited the Cadet Library and Science Labs as areas needing modernization. These needs were validated during the Academy's recent accreditation process.

As Secretary of the Army, he has tried to make sure that West Point has the resources that it needs. He believes that the Academy needs additional resources beyond what the Department of the Army has been able to provide in the past. He stated that they have been able to meet some unresourced needs with

end of year money, but that he would like to do it in a way that programs the money in advance in order to make the best use of these resources.

6. SUPERINTENDENT'S REMARKS AND ISSUES UPDATE.

a. **INTRODUCTORY REMARKS.** The Vice Chairperson asked the Superintendent for his remarks and to update the Board on Academy issues since the last meeting in May 1999. Lieutenant General Christman began by thanking each Board member for their attention and service on behalf of the Academy. The Superintendent also extended his thanks to the Secretary of the Army for his strong support of the Academy and for taking the time to attend the meeting.

b. **INTERNATIONAL CADETS.** The Superintendent informed the Board members that there are eight international cadets in the Class of 2003. The countries represented include: Bulgaria, Estonia, Lithuania, Nicaragua, Romania, Slovenia, South Korea and Turkey. The Superintendent believes that from a strategic perspective, these are the types of countries that ought to be sending cadets to the Academy. The Academy now has a partnership with the Office of the Secretary of Defense to make sure that the appropriate countries are offered full-cost waivers, and that the geographical distribution of countries represented at the Academy makes sense. As an example, the Class of 2003 is the first class to have a student from Lithuania.

The Superintendent also stated that thanks to the efforts of many of the board members, the Academy can offer full-cost waivers to up to 20 international cadets, and up to 50% cost waivers for the rest. He also mentioned that he will keep the Board up-to-date on the international student population in future classes.

c. **ARVIN CADET PHYSICAL DEVELOPMENT CENTER (CPDC).** The Superintendent reminded the Board that a cap of \$63 million was imposed last summer by the House Military Construction Subcommittee. This cap represents a decrease of \$22 million from the \$85 million that Congress authorized for the project. He informed the Board that the Academy had a very encouraging visit from Congressman Dave Hobson, Chairman of the House Military Construction Subcommittee, and the Secretary of the Army on 10 September 1999. There was also a House Armed Services Survey and Investigations (HAC S&I) team visit from 16 to 18 November 1999. The HAC S&I team will also be visiting with Sasaki, the architect engineer for the Arvin CPDC project. The Superintendent is confident that the Academy has made a compelling case for the need of the Arvin CPDC. However, there is no guarantee that the House committee will accept the findings of the HAC S&I report. Due to the cap of \$63 million set by the House appropriators, the Academy faces a difficult decision next winter of what to do with the \$14 million that was allocated to the project for fiscal year 2000. This amount is only half of the previously authorized amount of \$28 million for the year. The Academy would like to award

a follow-on construction project that would tear down the remaining portion of the old facility, and begin the placement of steel and cement for the new structure. Unfortunately, the Academy will not be able to accomplish this as planned if the cap remains at \$63 million. The Academy would have to go back to the architect and get a new estimate, at a cost in excess of \$3 million, to redesign the Arvin CPDC. A delay to redesign will cause, among other things, the current contractor to eventually stop the work being done and return to Connecticut, only to have to re-bid on a modified contract in the future. The Superintendent stated that the Academy is continuing to work on this with the HAC S&I team, and that he hopes that the report they submit to the subcommittee is favorable. The Superintendent added that the people that will be most effected by this possible delay in the construction would be the cadets, who will not have a facility at \$63 million that they deserve and need.

Mr. Hammack asked why the Senate agreed to the cap of \$63 million. The Secretary of the Army stated that he believes the thought was that if it had been authorized at \$85 million, then the assumption was that it would be fully appropriated for \$85 million. The Superintendent added that Senator Kay Bailey Hutchison felt that the cap was the best that they could get at the time, because the going in position was zero. Initially, the House subcommittee wanted to zero out all fiscal year 2000 funds. Therefore, the Senate viewed it as a partial victory to get \$14 million for 2000 instead of the \$28 million authorized for fiscal year 2000.

d. **MIDDLE STATES ACCREDITATION.** The Superintendent informed the Board that the Middle States Accreditation Team, during their visit 31 October through 3 November 1999, came to the conclusion that the Academy is a "healthy, vibrant institution that is achieving excellence in accomplishing its mission." The team did state some concerns. Among these concerns was the recommendation to increase the representation of women and minorities on the faculty. The team also cited the impact of reduced funding on mission accomplishment.

The Superintendent stated that concerning the funding issue, the Accreditation Team was concerned with the Academy's ability to conduct long-range master planning with the inconsistent funding streams, and that more consistent and robust funding would be essential if the Academy is to continue to operate at the level of excellence observed by the team.

e. **PUBLIC FUNDING.** The Superintendent stated that the Academy's Minimum Sustainment Level (MSL) for funding does not allow for needed improvements for the Cadet Library or to upgrade information technology in the best manner. The Academy can meet the current mission with MSL funding, but it is not resourced to make many needed improvements. The Academy is hoping to secure a funding level substantially above the current MSL that addresses the

specific program shortfalls that the Middle States Accreditation Team highlighted in its report. The Superintendent added that if the Academy received additional funding in future years, that it would be invested in upgrading the Cadet Library; improving civilian faculty pay structures; beginning long-needed infrastructure and capital improvements; and funding needed programmatic fixes such as custodial contracts and instructor/coach shortfalls.

The Superintendent informed the Board that due to the extraordinary efforts of the Secretary of the Army and the Army staff, the Academy received over \$13 million in End of Year funds. This is the largest End of Year funding amount the Academy has received, and most of it went towards infrastructure repair. Washington Hall, where the Cadet Mess Hall is located, is desperately in need of repair. The Academy will spend \$3.7 million sealing the facility so that a series of internal restorations can be made in future years. Other repairs that will be covered by End of Year funding are: Thayer Road (\$1.5 million), Lee Barracks (\$6.5 million), improvements to the Academy's lighting (\$1.0 million), and improvements to academic facilities to include automation and furniture.

d. **PRIVATE FUNDING.** The Superintendent began his update on private funding by stating that the Academy is receiving gifts of increasing size through private fund raising efforts. The Association of Graduates (AOG) is crucial to the success of the private fund raising efforts. Mr. Jack Hammack, as Chairman of the AOG, has done a tremendous job managing the AOG's Bicentennial fund-raising campaign. The Superintendent stated that there has been an extraordinary growth in the amount of private funds received by West Point in the past ten years. The amount raised has more than doubled in the last three to four years alone. We are now at a point where approximately \$25 million is being raised per year. The Superintendent stressed that when fundraising is done, he is not allowed due to current federal laws to ask potential donors for funds. Currently, when a donor is approached by the AOG and asked to make a donation, the Superintendent must leave the room. He may state to a potential donor that the Academy has needs in a certain area, but he is prohibited from asking for a donation. The Superintendent believes that with the competitive environment the service academies are facing with respect to other tier one universities in attracting the best students, there needs to be greater flexibility to allow service academy superintendents to approach donors and request donations as other university presidents do. The Academy will request a change to Title 10, United States Code, Section 2601 that will allow the Superintendent to make requests for donations to support the Academy. This change is not intended to allow the Superintendent to approach personnel under his command for donations.

The Superintendent then turned the meeting over to Mr. Hammack, Chairman of the AOG. Mr. Hammack began his briefing by thanking Congresswoman Kelly and the other Board members present for allowing him to participate in the meeting. Mr. Hammack stated that the AOG has been

extraordinarily successful in raising private funds. The AOG is now working on raising the last 15% of the Bicentennial Campaign goal of \$150 million. The AOG hopes to attain this goal during Lieutenant General Christman's tenure at West Point. Mr. Hammack stated that the reason they have been successful with the campaign is due to the efforts of many individuals, to include Lieutenant General Christman, Mr. Tom Dyer, Mr. Michael Mahan, as well as a rising stock market. Mr. Hammack added that Lieutenant General Christman has been an unbelievable supporter of the AOG program by convincing Academy graduates of the need for the Bicentennial Campaign. Mr. Hammack also updated the Board on the status of the Michie Stadium Athletic Complex. He stated that thanks to the efforts of the Board in assisting with a change to the proffering rules, construction of this new facility should begin in the early spring.

Mr. Hammack concluded by asking that the Board endorse the recommendation to change Title 10, US Code, Section 2601. The Secretary of the Army stated that there are many reasons why federal officials are not allowed to actively participate in fundraising due to potential conflicts of interest, etc. A change to the code would require legislative action by Congress. In response, Mr. Kimsey made the recommendation of joining with the other service academies to recommend to Congress that the change be made. Congresswoman Kelly supported Mr. Kimsey's recommendation. Members of the Board asked that they continue to be updated on the status of the change to Title 10, US Code, Section 2601.

7. DEAN'S UPDATE. Brigadier General Lamkin began his update by reiterating the comments that the Superintendent made about the Middle States Accreditation visit. The Dean highlighted that this accreditation visit was a 2-year process which began with the formation of a self-assessment study group comprised of 110 staff and faculty members, led by Colonel Anthony Hartle of the Department of English. The Middle States Accreditation Team stated during their outbrief that the Academy's self-assessment was the most comprehensive and candid self-assessment that many Middle States Accreditation Team members had ever seen. The Dean stated that he is confident that the Academy will be reaccredited, although the formal results will not be announced until the spring of 2000. Most comments from the Accreditation Team members were very positive. The faculty was cited for its dedication to the academic, military, and physical development of the Corps of Cadets. The Accreditation Team members also noted that improvements could be made by obtaining better funding, integrating strategic planning, and upgrading the Cadet Library.

Brigadier General Lamkin concluded by informing the Board of his action plan for the future. He stated that the Academy has established a strategic planning cell in order to do a better job of strategic planning, which was one of the weaknesses pointed out by the Accreditation Team. Currently, the Academy is conducting a strategic review of the cadet leader development system, obtaining

funding for the expansion and modernization of the Cadet Library, and implementing faculty integration. Some initiatives with respect to the faculty include a faculty manual, creation of an academic freedom advisory committee, and making sure that both military and civilian faculty have fair and consistent promotion opportunities.

8. COMMANDANT'S UPDATE. Brigadier General Olson began his update by giving an overview of Cadet Summer Training. Cadet Summer Training consists of four components: Cadet Basic Training (CBT), Cadet Field Training (CFT), Cadet Troop Leader Training (CTLT), and Military Individual Advanced Development (MIAD). The Commandant stated that CBT for new cadets this past summer was very successful. Attrition rates for new cadets were among the lowest that the Academy has experienced. The feedback from the members of the Class of 2003 was that they had a tough and exciting training experience. Their CBT experiences excited them about being in the Army. CFT for second year cadets was equally demanding. CFT focused on exposing cadets to the different branches in the US Army. Many upperclass cadets participated in CTLT. CTLT's purpose is to provide cadets with a realistic experience while assigned as a junior officer in an active Army unit. Many cadets attended airborne, air assault, or other military courses through MIAD opportunities.

The Commandant concluded by stating that the Physical Education Program is in excellent shape. He added that Colonel Maureen LeBouef has initiated certain changes to improve the program. Depending on the outcome of the funding for the Arvin Cadet Physical Development Center, there may have to be other changes made to the detriment of the program if the Academy does not obtain the type of facility that it requires. The Academy feels that the Physical Development Program is currently on track in terms of modifications that are being made. Compared to other colleges and universities, the Academy currently offers the most comprehensive physical program in the country.

9. ODIA UPDATE. Mr. Rick Greenspan, Director of Intercollegiate Athletics (ODIA) began his update by stating that the ODIA's mission is "to provide cadets with 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." He informed the Board that the Academy currently has twenty-five sports available, fifteen for men and ten for women. Currently, nineteen teams compete in the Patriot League. Mr. Greenspan briefly went over the organizational chart for ODIA and highlighted the functions of each office in his organization.

Mr. Greenspan concluded by highlighting his organization's action plan. His plan emphasizes improving recruiting of scholar-athletes, evaluating performance, revamping external areas to improve relationships with donors,

expanding the donor base, improving customer care, increasing revenue, constructing facilities that demonstrate a commitment to a competitive Division 1 program, and attracting, training, and retaining outstanding coaches, cadets and staff.

10. ADMISSIONS UPDATE. Colonel Michael Jones, Director of Admissions, began his update by going over the Directorate of Admissions Mission Statement. He stated that the current Corps of Cadets is in good shape in terms of overall quality. The Academy continues to attract high quality applicants. Colonel Jones added that the class composition goals are right on target, with the exception of athletes and African Americans. The Academy just missed the 20% mark with athletes. As for African-Americans admissions, the Academy was at 8%, which in any given year is a good mark. This figure is what Harvard hits and is higher than the numbers enrolled at both the Air Force and Naval Academies. Colonel Jones stated that the Academy is striving to reach a 10-12% admissions figure for African-Americans. Colonel Jones also stressed that the Academy is concerned with the decrease in nominations. Most noteworthy, some members of congress are not making nominations, or are nominating unqualified candidates. He added that he sent a personal letter to those members this year, and he is requesting assistance from the Army's Office of Congressional Legislative Liaison to help with the effort and to encourage everyone to get out into their districts and nominate candidates to West Point. Congresswoman Kelly suggested that Admissions send a representative to Washington, D.C. to speak to the House Women's Caucus about nominations. Colonel Jones responded by stating that Lieutenant Colonel Donna Newell, Associate Director of Admissions, would be the perfect person, and added that he will make it a priority to send her to Washington, D. C.

Colonel Jones concluded by updating the Board on minority recruiting. This program, which started 2 years ago, has made a tremendous impact on African-American and Hispanic enrollment at West Point. The AOG provides the Admissions Office with approximately \$35,000 per year to run twelve weekend visits per year for minority candidates who are going to get offers for admission and who have not yet accepted. For the Class of 2003, forty-four out of sixty eight candidates who were offered admission and participated in the weekend visit program accepted admission to West Point.

11. USMAPS UPDATE. Colonel Michael Anderson, USMAPS Commandant, began his update by reviewing the prep school's mission statement. He stated that the curriculum structure of USMAPS is very similar to that of West Point. The Prep School's mathematics program is integrated with the Mathematics Department at West Point to ensure that cadet candidates are prepared for success in mathematics at West Point. Colonel Anderson cited some statistics for academic year 1998-1999, by stating that of the 184 candidates that were sent to

the Academy to join the Class of 2003, 178 are still enrolled. Brigadier General (Retired) Patin asked what happened to the remainder of the Prep School candidates who did not enroll at West Point. In response, Colonel Anderson explained that approximately 80% of those candidates who were not enrolled at West Point decided prior that they did not want to attend the Academy, while the remainder of the candidates did not meet the academic requirements.

Colonel Anderson informed the Board that the average SAT score for candidates entering the prep school was approximately 1085. The SAT will be taken again in January 2000, when the average is expected to increase to 1150.

12. SELECTION OF BOARD MEETING DATES. Lieutenant Colonel Verbiest asked that the Board look at the list of proposed dates for the 2000 Organizational and Spring Meetings and inform him of their preferences by mid-December so that a date can be finalized in time to allow all Board members to plan accordingly.

13. ADJOURNMENT. Congresswoman Kelly adjourned the meeting at 5:45 p.m.



SUE KELLY
Vice Chairperson
United States Military
Academy Board of Visitors



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

**AGENDA
FALL MEETING
UNITED STATES MILITARY ACADEMY BOARD OF VISITORS
FRIDAY, 19 NOVEMBER 1999**

- 0700-0855 Breakfast @ Hotel Thayer & travel to the Arvin Cadet Physical Development Center
- 0900-0930 Walk through of Arvin Cadet Physical Development Center
- 0930-0940 Enroute to Benevides Room, Washington Hall
- 0945-1130 Roundtable discussion with TAC Officers & TAC NCO's
- 1130-1140 Enroute to Front Steps of Washington Hall
- 1145-1200 Meet Cadet Escorts & Observe Lunch Formation
- 1200-1235 Lunch with Cadets
- 1235-1245 Enroute to Red Reeder Room
- 1245-1340 Roundtable discussion with Cadets
- 1340-1355 Enroute to Taylor Hall, Superintendent's Conference Room
- 1355-1400 Photo Opportunity
- 1400-1730 Official Meeting
- | | |
|---------------------------------|--------------------------|
| Call to Order | LTC Verbiest |
| Administrative Remarks | Representative Sue Kelly |
| Chairman's Remarks | Board Members |
| Approval of Annual Report | Mr. Louis Caldera |
| Secretary of the Army's Remarks | LTG Christman |
| Superintendent's Remarks | Mr. Hammack |
| Bicentennial Campaign Update | BG Lamkin |
| Dean's Update | BG Olson |
| Commandant's Update | Mr. Greenspan |
| Athletic Program Update – ODIA | COL M. Jones |
| Admissions Update – DAD | COL Anderson |
| USMAPS Update – USMAPS | Representative Sue Kelly |
| Closing Remarks/Adjournment | |
- 1730-1830 Enroute to Lodging Accommodations & Refresh
- 1830-1845 Enroute to Washington Hall
- 1845-2100 Cocktails & Dinner
(Rededication of the Black Gray & Gold Room Cadet Mess, Washington Hall)

ENCLOSURE 1
APPENDIX IV



Association of Graduates
of the
United States Military Academy

19 November 1999

TO: Members of the USMA Board of Visitors

FROM: John A. Hammack
Chairman and CEO of the AOG

SUBJECT: Addition to Title 10 United States Code, Section 2601

During the past two and a half years, the Association of Graduates (AOG) has conducted a very successful Bicentennial Campaign through its subsidiary, the West Point Fund (WPF). The Superintendent's role during the campaign has been limited to conveying the needs of West Point to prospective donors.

All WPF personnel are aware that the Superintendent cannot request money or services from donors; therefore, in all cases, WPF personnel or key AOG members make the actual request. These constraints have resulted in counterproductive, awkward situations several times in the past. For example, the Superintendent could not appear with Brigadier General (Ret) Dawkins during the televised Louisville/Army pregame activities because of the potential appearance of officially endorsing private fundraising while BG Dawkins promoted the Bicentennial Campaign.

If, as seems apparent, private sources of funds are necessary in order to maintain the USMA Margin of Excellence, then the Superintendent must have authority to make the actual request when prospective donors, including foundations and corporations – but not including subordinates, signal their intent to support the USMA.

Therefore, I respectfully request the Board of Visitors recommend a change to Title 10 of the U.S. Code to allow the Superintendent to make requests for donations of money, in-kind gifts, or services from foundations, corporations, and persons other than USMA military and civilian employees; further, that the Board recommend to the Superintendent that he actively pursue this change with the Department of the Army.

Implementation of this recommendation will allow the Superintendent to function more like his civilian counterparts in the arena of university fundraising.

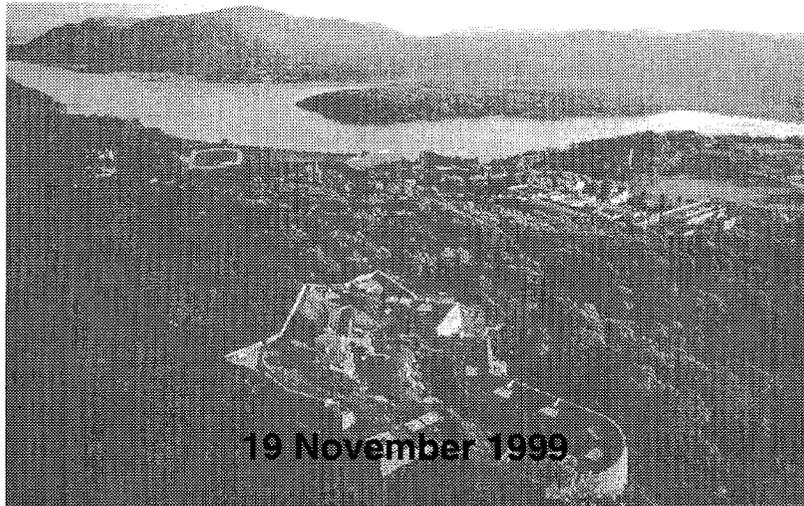
Thank you for your consideration.

Enclosure 2
Appendix IV



United States Military Academy

Leader Team Update to the Board of Visitors



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Duty, Honor, Country

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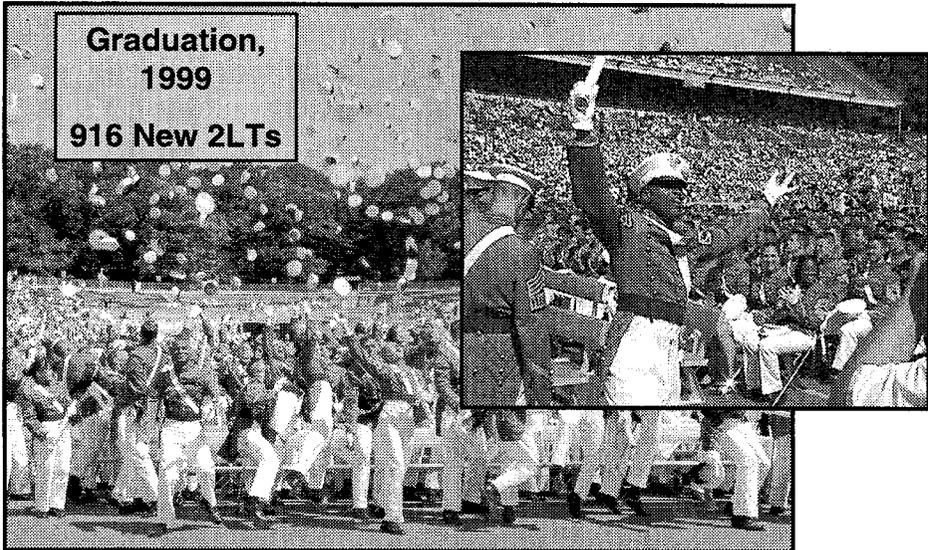
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United States Military Academy

Delivered to the Army...

**Graduation,
1999
916 New 2LTs**



Prepared by: USMA, OPA 2/10/00 11:31 AM

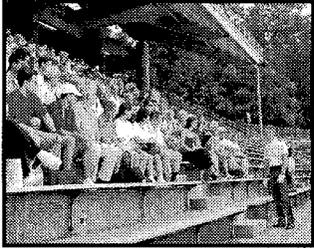
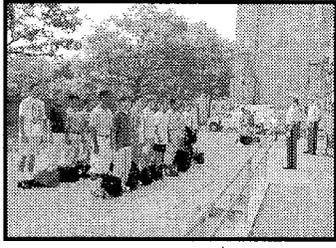
Duty, Honor, Country

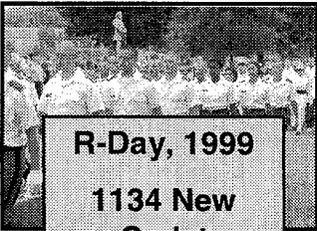
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2

United States Military Academy

...And A New Beginning:


R-Day, 1999
1134 New Cadet Candidates

Prepared by: USMA, OPA 2/10/00 11:31 AM File Location 3

United States Military Academy

Class of 2003

Applicants	11,488
Admitted	1,134
Average SAT Score	1268
Women	188 / 16.7%
Minorities	289 / 25.2%
International Cadets	8

Duty, Honor, Country

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Enclosure 3
Appendix IV



International Cadet Representation

- Bulgaria 
- Estonia 
- Lithuania 
- Nicaragua 
- Romania 
- Slovenia 
- South Korea 
- Turkey 



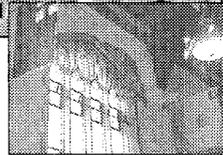
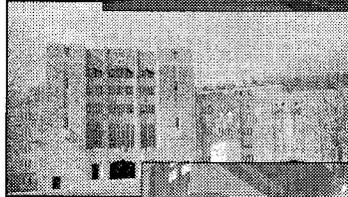
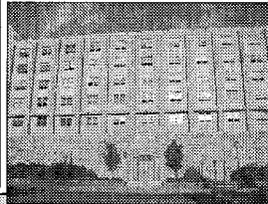
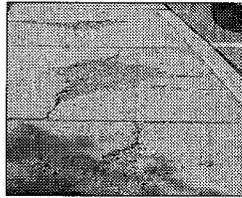
Updates:

- End of Year Funds
- Legislative Issues, Class Size & Composition
- Arvin CPDC status & USMA Master Planning
- Superintendent's Priority of Effort:
 - Funding Plan and USMA Master Plan
 - Strategic Vision



Thanks to Dept Army: FY '99 End of Year Funds

- \$1.5M Thayer Road
- \$6.5M Lee Barracks
- \$3.7M Washington Hall Exterior
- \$1.0M Improve Campus Lighting
- Additional Improvements: academic facilities, automation, barracks furniture



Completed Legislative Actions

- **Foreign Cadets:** SECDEF can waive up to 50% of the cost per cadet. He may waive more than 50% of the cost for up to 20 cadets.
- **Gift Status:** SECARMY may accept from a donor or donors a qualified guarantee for the completion of a major project for the benefit of the Academy.
- **Superintendent's Tenure:** selected officer must acknowledge that upon termination of the detail, the officer shall be retired.
- **Size of the Corps:** USMA must comply with the legislated end strength of 4,000 not later than the day prior to graduation day, 2002. Beginning with the 2001-2002 academic year, Corps may vary from authorized strength by not more than one percent.



Cadet Corps Size Projections:

as of the day prior to Graduation Day

CLASS of	# ADMIT	ACTUAL				PROJECTED					
		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
1997	1203	917									
1998	1143	898	886								
1999	1180	996	967	947							
2000	1176	1066	1014	979	962						
2001	1179		1067	995	967	951					
2002	1240			1116	1055	1026	1008				
2003	1126				1018	962	936	919			
2004	1180					1067	1009	981	963		
2005	1180						1067	1009	981	963	
2006	1180							1067	1009	981	963
2007	1180								1067	1009	981
2008	1180									1067	1009
2009	1180										1067
CORPS SIZE											
US CADETS		3877	3934	4037	4002	4006	4019	3975	4019	4019	4019

Projections on Year 2000 and beyond utilize attrition figures up to 30 SEP 99



USMA Class Composition Goals:

% of the Class

	Goal	Class of 2003
Women	>12%	16.7%
African-Americans	10-12 (7-9)*	7.8%
Hispanics	5-7 (4-6)*	8.7%
Asian/Pacific Islanders	4-6	4.7%

*(previous goal)

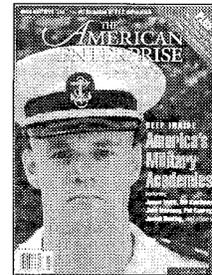
Getting the Word Out!



May 1999
"Inside the Academies"



Variety Magazine, 4 Oct '99:
"Hanks gets to 'Point'
for Fox net drama pilot"



United States Military Academy

Arvin CPDC Status

- \$63M cap in House Appropriations MILCON Subcommittee report.
- Encouraging visit by Congressman Hobson and SECARMY, 10 Sept '99.
- Phase I demolition -- 20% complete.
- HAC Survey & Investigations staff visit 16-18 Nov '99.
- Future:
 - Visit by Congressmen H... and McHugh, both members of the MILCON Sub-Committee.
 - Continue to design \$...M project, 90% design completed 1 Nov '99.

Enclosure 3
Appendix IV



Arvin CPDC Status

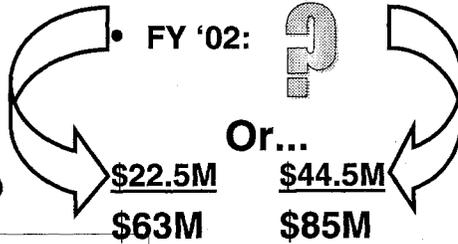
Authorizations:

Appropriations:

- FY '99 • \$12M
- FY '00 • \$28.5M
- FY '01 \$0
- FY '02 • \$44.5M
\$85M

- FY '99: \$12M
- FY '00: \$14M
- FY '01: \$14.5?
- FY '02: ?

The Resource Issue:



Middle States Association Accreditation Team Review:

- Decennial accreditation, completed 31 Oct - 3 Nov '99; final report by February '00.
- **Bottom line:** concluded that USMA is a "healthy, vibrant institution that is achieving excellence in accomplishing its mission."
- **Concerns:** need to increase representation of women and minorities on faculty; long-term commitment to civilianization, including promotion criteria; impact of funding on mission accomplishment.



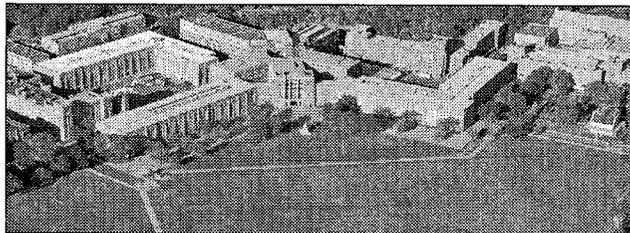
From Middle States Accreditation Evaluation Team Outbrief Summary 3 Nov 1999:

- "...long term facilities master planning appears to be nearly 'impossible' in light of the inconsistent and unpredictable federal funding stream..."
- "more consistent and robust funding would be essential if the Academy is to continue to operate at the level of excellence observed by the team"



Superintendent's Priority of Effort

- Finalize Funding Plan: Government... and Private!
- West Point "Strategic Vision 2010"
 - Program Reviews Follow



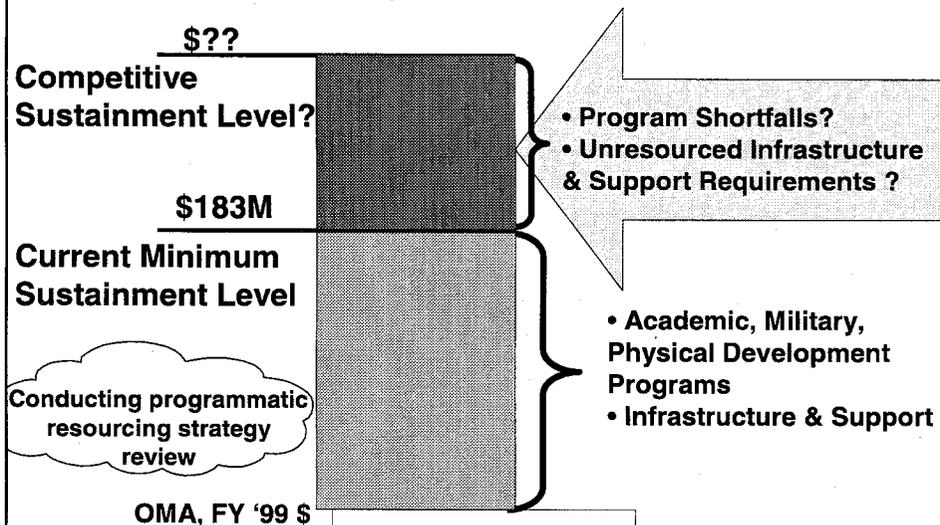


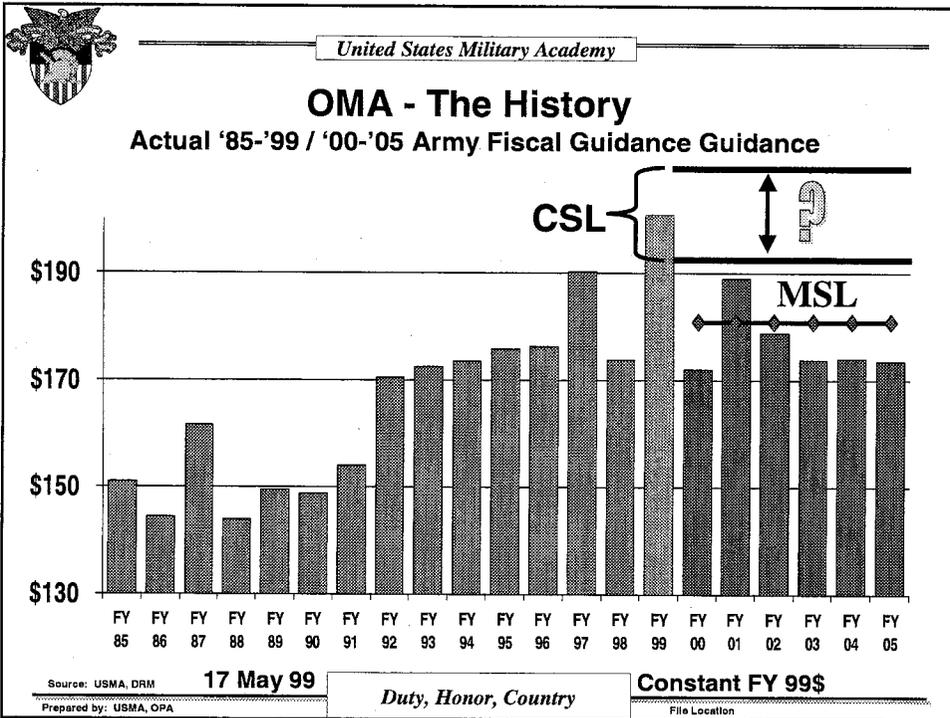
Refocus Strategy: Getting Government Funding Right

- **Process:**
 - Bench-marking visits
 - Assessment of Data Collected
 - Assessment of program and post needs
- **Timeline:**
 - Dec '99: USMA Forum
 - Jan '00: Study Report completed
 - Jan - Feb '00: Brief HQDA Planning, Programming and Budgeting Committee on USMA's requirements for FY 02-07



Funding Assessment: Minimal vs. Competitive Sustainment Levels





United States Military Academy

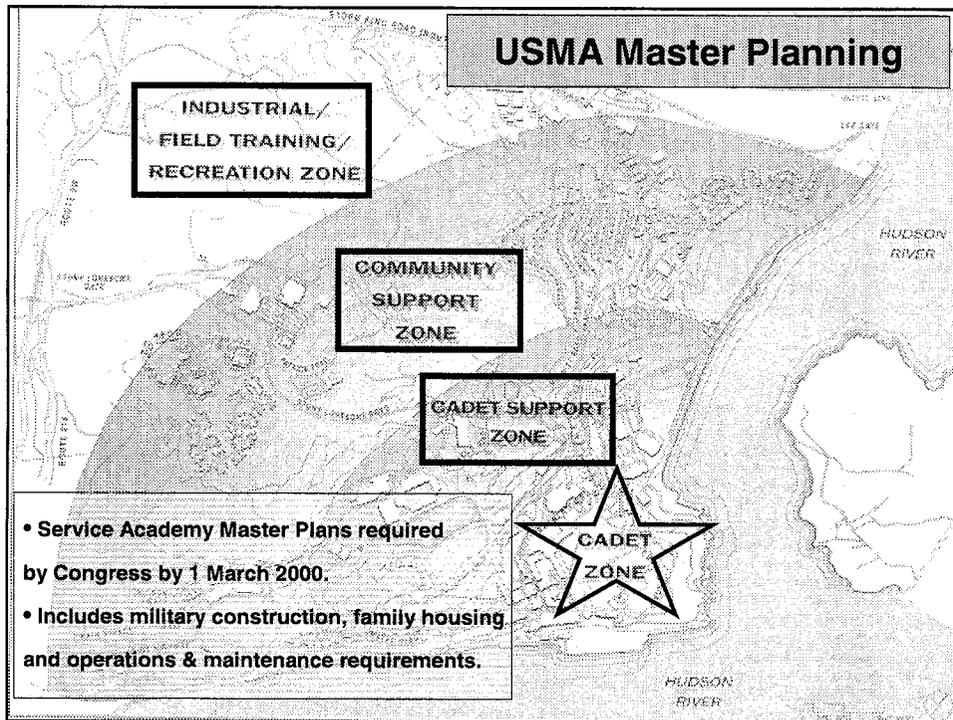
The GAP ?

- Initial Refocus Areas:
 - Library
 - Civilian faculty
 - Infrastructure sustainment and capital improvement
 - Programmatic fixes (e.g. instructor / coach model)

Duty, Honor, Country

Prepared by: USMA, OPA 2/10/00 11:31 AM

File Location 20



United States Military Academy

Plans for Future Facilities

Library and Learning Center

Science Building

Duty, Honor, Country

Prepared by: USMA, OPA 2/10/00 11:31 AM File Location 22



Strategic Assessment of the Cadet Leader Development System (CLDS)

1. Assessments (in-house and external) conducted -- through the "lens" of officership - 2010.
2. Publish "*Strategic Vision for the United States Military Academy -- 2010.*"
3. CLDS adjustments as necessary:
 - Institutional
 - Formal programs: Academic, Military, Physical
 - and others...

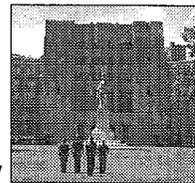
Commander's Intent:

"To be the nation's preeminent leader development institution, providing officers of character to our Army who can think, motivate, and win!"



"Strategic Vision for USMA -- 2010"

- Introduction: two centuries of service to the Nation in peace and war
- Vision for the Institution:
 - Premier leader development institution; focused on officership
 - Wellspring of the Army's professional ethic
 - National symbol of the values of service and community
 - "National Treasure"
- Vision for Graduates:
 - "Commissioned leaders of character"
 - Possessing the intellectual, physical, and ethical foundation for growth as officers
 - Possessing an understanding of officership
 - Inspired to lifetime service





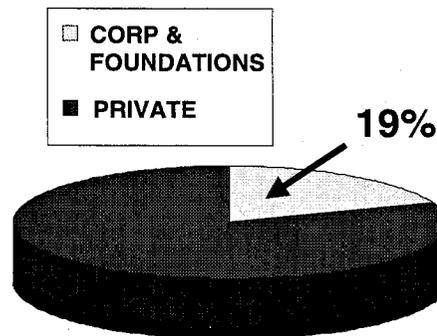
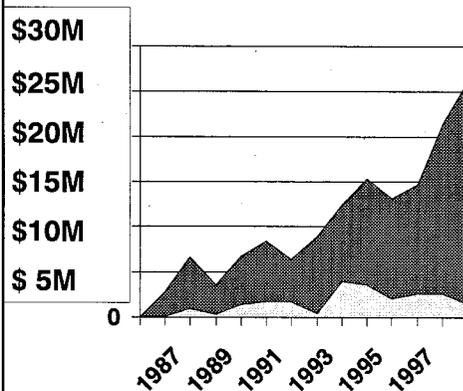
"Strategic Vision for USMA -- 2010"

- **Vision for Staff and Faculty:**
 - Prepared for cadet developmental responsibility
 - Inspired, motivated to serve
 - Diverse mix of civilian, tenured military and rotating military

- **Vision for the Command:**
 - Quality facilities, reflecting national commitment
 - Reliable, adequate flow of resources
 - personnel
 - funding -- public and private
 - Efficient strategic planning process



Total Private Donations including Corporate Donations



Percentage of Corporate Donations FY86-98

Legislative Initiative:

Superintendent's Role in Fundraising

- **The dilemma:** The Academy has recognized the need to develop private sources of funds in order to maintain USMA Margin of Excellence programs, but the Superintendent does not have the authority to ask for donations.
- **Request a change to Title 10, United States Code, Section 2601** to allow the Superintendent to make the actual requests for donations of money, in-kind gifts, or services when donors signal their intent to support the Academy.
- **Not intended to allow the Superintendent to approach the command for donations – this would only be external to West Point, the way a civilian university president does his job.**



United States Military Academy



**Mr. Jack Hammack
Chairman and CEO,
Association of Graduates**

Duty, Honor, Country

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United States Military Academy

Bicentennial Campaign Plan

Categories & Examples



BRICK AND MORTAR

- Michie Stadium Athletic Complex
- Lichtenberg Tennis Center ✓
- Thayer Walk ✓
- Indoor Pistol and Rifle Range
- Crew and Sailing Center ✓
- Shea Stadium Renovation ✓

FOCUSED ENDOWMENTS

- Cadet Activities
- Academic Programs and Chairs ✓✓✓✓
- Support for "Bedrock Values" (Integrity and Respect) ✓

\$150M

\$125.8M
(Pledged)

\$58.5M
(Received)

Duty, Honor, Country

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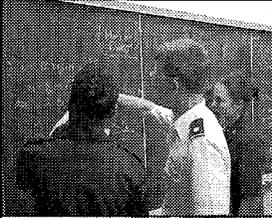
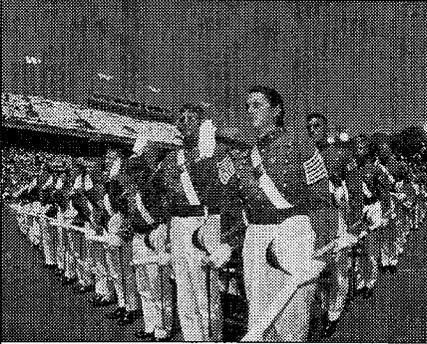
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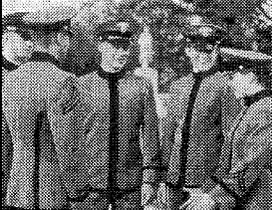


United States Military Academy

Board of Visitors Update

MSA Findings


BG Fletcher M. Lamkin, Jr.
Dean of the Academic Board

Duty, Honor, Country

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General Conclusions

“Healthy and vibrant, intensely focused on its mission”

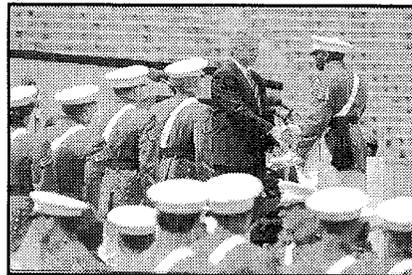
The most comprehensive and candid self study team members had ever seen.

MSA Team Outbrief



The Academy...

- **Established excellent programs to accomplish its mission**
- **Successfully achieving its goals**





Areas of Commendation

- Commitment to and full support of cadet leader development
- Outcomes assessment in the academic program
- Faculty development and student services



Areas of Commendation

(continued)

- Information technology
- Formal cadet programs that promote respect and honor
- Dedicated and involved faculty

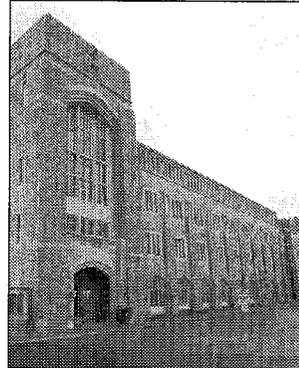




Future Challenges

The Team validated USMA self study findings

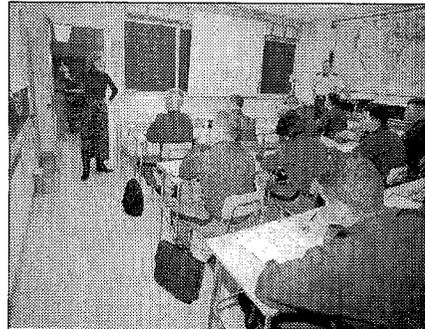
- Obtain more consistent and robust funding
- Integrate strategic planning, programming, and budgeting
- Upgrade USMA Library



Future Challenges

(continued)

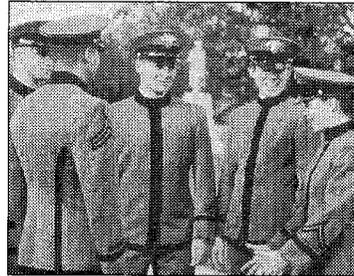
- Enhance civilian faculty integration
- Increase faculty and staff diversity





Action Plan

- Establish a strategic planning cell
- Conduct a strategic review of the cadet leader development system
- Obtain funding for library expansion and modernization



Action Plan

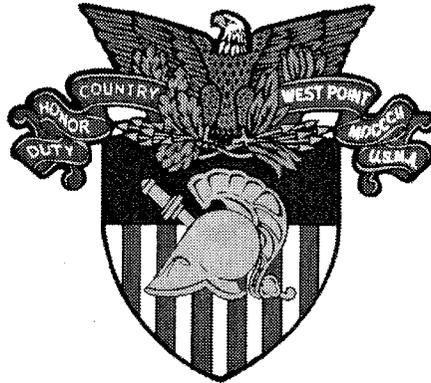
(continued)

- Implement faculty integration
 - faculty manual
 - academic freedom advisory committee
 - promotion and credential policies





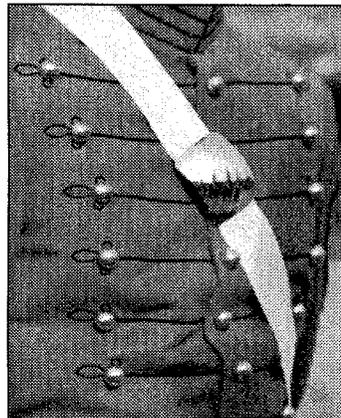
Questions?



Commandant's Update to the USMA Board of Visitors

BG Eric T. Olson
Commandant of Cadets

November 1999



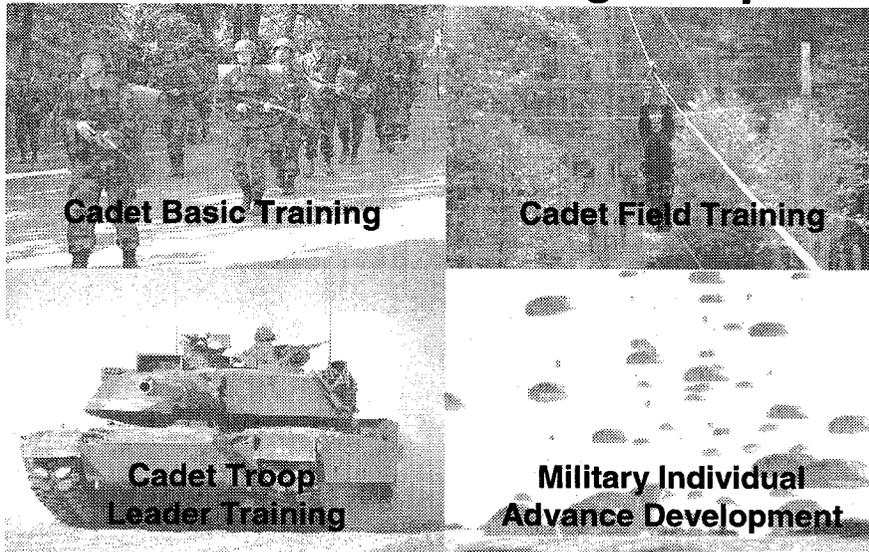


Agenda

- Cadet Summer Training 1999 (CST 99) Update
- Significant Activities in the Military Program
- Significant Activities in the Physical Program
- Center for the Professional Military Ethic (CPME) Update



Cadet Summer Training '99 Update





Cadet Basic Training '99

- Very successful, tough, demanding "solderization"

Rifle Marksmanship	99.2 %
APFT Improvement (in 6 wks) Av.	30pt increase
Completion of Common Core tasks	99%
Driver's Training on HMWWVs	100%
Foot Marches (total of 67 mi.)	99% completed
- Operation Warrior Forge - Capstone Event

Admitted -	1134
Completed -	1094

Protectors of the Free - 2003



Cadet Field Training '99

- Followed same rigorous training model as last year
- 2002 continued to excel in all areas:

Land Navigation	98.7 %
Advanced Rifle Marksmanship	99.8%
Recondo	66.5%
Water Obstacle Course	98.6%
- Selected ROTC cadets integrated into CFT
- Mounted Maneuver Training (MMT) at Ft Knox
- All squads conducted Squad Live Fire Ambush

Pride in All We Do - 2002



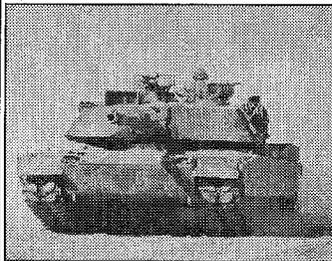
Cadet Troop Leader Training '99

PURPOSE

To provide cadets with a realistic experience while assigned as a junior officer in an active Army unit.

Cadet Troop Leader Training (CTLT) - 1027 (271 Overseas)

Drill Cadet Leader Training (DCLT) - 109



PARTICIPATING INSTALLATIONS

Ft. Benning	Ft. Hood	Ft. Sill
Ft. Bliss	Ft. Huachuca	Ft. Stewart
Ft. Bragg	Ft. Irwin	Alaska
Ft. Campbell	Ft. L. Wood	Hawaii
Ft. Carson	Ft. Polk	Korea
Ft. Drum	Ft. Ritchie	Japan
Ft. Eustis	Ft. Riley	Europe
Ft. Gordon		

Duty, Honor, Country



Military Individual Advanced Development (MIAD) '99

- 1270 slots to 12 schools (ABN & AASLT have most)
- 87 % Graduation rate
- USMA runs two AASLT classes @ Camp Smith (NYNG camp) w/ Mobile Training Teams (MTTs) from 10th & 101st

Airborne Honor Grads

Carolyn Harris '00
Case Martinez '00
Yoon Choi '00

Air Assault Honor Grads

Michael Traugutt '01
Ryan Nenaber '00
Greg Bock '00

Sapper Leader Course

Sean Lucas '00

Naval Salvage Divers Course

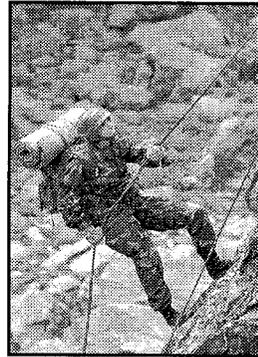
Rus Moldenhauer '00

Duty, Honor, Country



Military Program Significant Activities

- Sustain current model for Cadet Summer Training '00
- Final preparation for Military Intersession '00
- Internal assessment of selected program components:
 - Cadet Chain of Command Duties
 - Cadet Time Management
 - Academic Year Military Training
 - Military Development Grading
- Participating in all aspects of USMA Strategic Assessment of CLDS

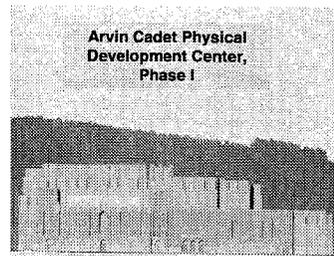


Duty, Honor, Country



Physical Program Significant Activities

- Managing major renovation of Arvin Cadet Physical Development Center
 - Some classes displaced
 - Adjusted intramural program
- Implementing curriculum modification
- Developing a coordinated internal strategic assessment methodology
- Conducting assessment of Competitive Sports and Gymnastics
- Participating in all USMA strategic assessment efforts



Arvin Cadet Physical Development Center, Phase I

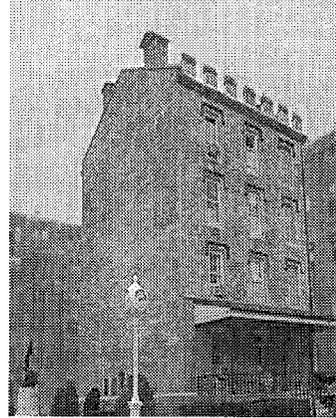
Transforming into a state of the art Physical Development Center for world class program!

Duty, Honor, Country



Update on the CPME

- **Personnel - 5 Officers, 3 NCOs, 2 Civilian Secretaries**
- **Donor dollars:**
 - MBNA, \$1M
 - Simon Foundation, \$1M
 - Class of '69 - Honor Library
 - Class of '70 - NCEA
 - Class of '41 - Nininger Hall
- **Gen Franks: CPME's first Visiting Scholar effective November 99**
 - Currently drafting vision for Command
 - Refining major responsibilities of that position

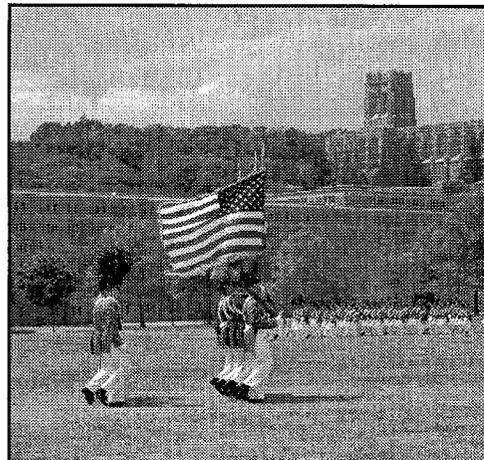


Center for Professional Military Ethic



Overall...

- **The Programs are Tough/Challenging and will Remain that Way**
- **Our Initiatives are Focused on Current and Future Army Practices and Missions**
- **We Must Lead the Way in Teaching 21st Century Leadership!**
- **Great Young Men and Women Dedicated to Duty, Honor, Country**





What we need from the BOV

A Review and Summary

- Continued support for Arvin CPDC appropriations
- Support for evolving USMA Refocus resource strategy
- Support for future MCA at USMA
- Legislative Assistance regarding Superintendent's role in fundraising



USMA Graduates: Commissioned Officers

Leading the Army -- Serving the Nation

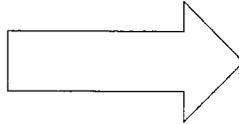
in Peace and in War.



Built on the Foundation of the West Point Experience



Supt's Back-ups

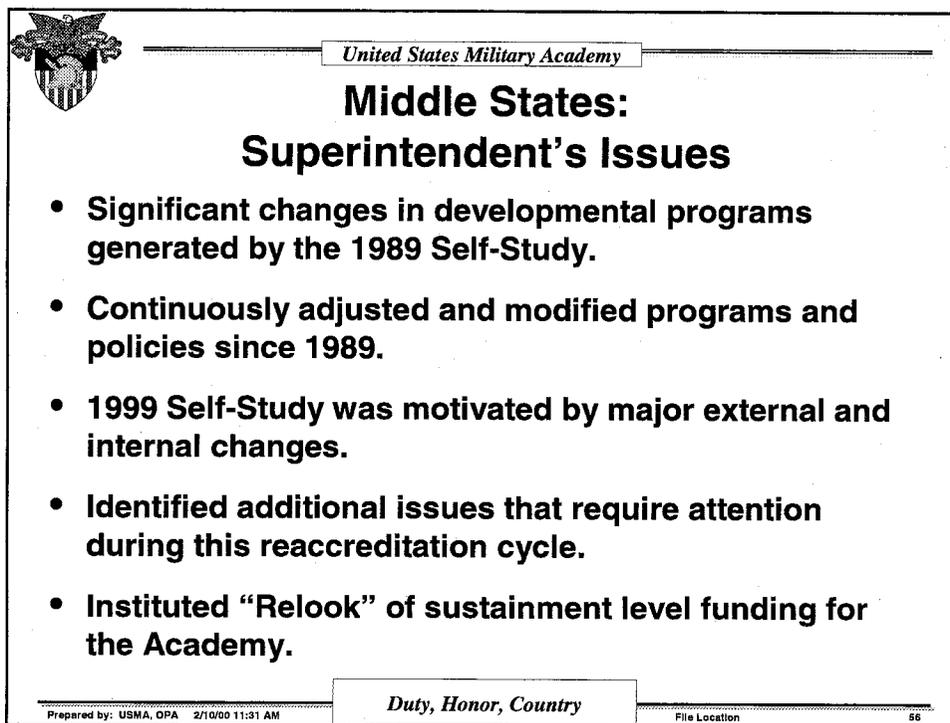
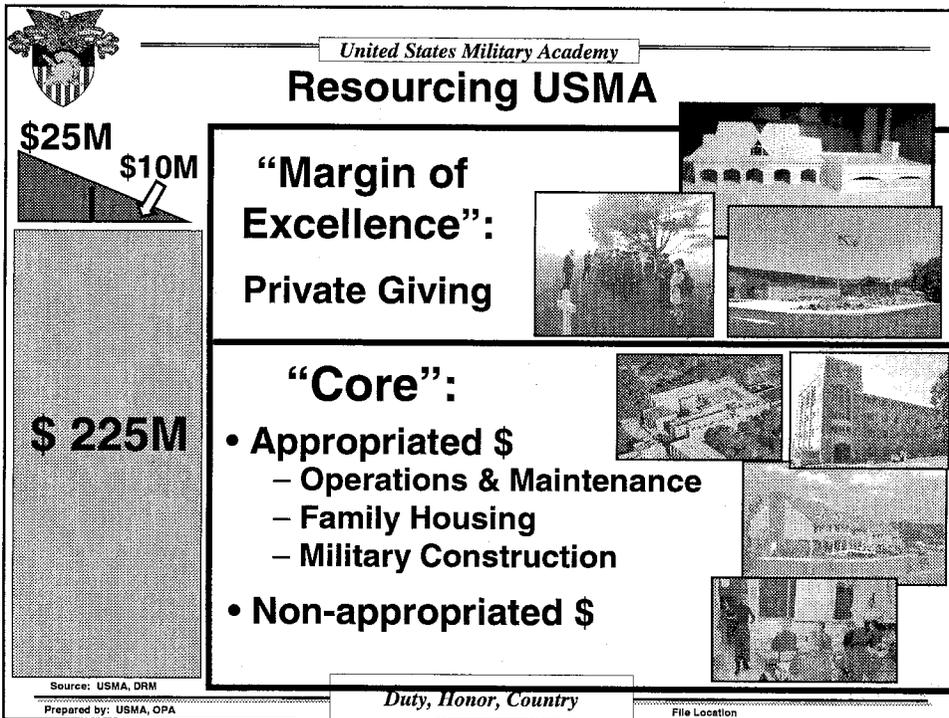


USMA Class Composition Goals:

% of the Class

	Goal	Current Corps Composition
Women	>12%	15.30%
African-Americans	10-12 (7-9)*	7.7
Hispanics	5-7 (4-6)*	5.8
Asian/Pacific Islanders	4-6	5.5

*(previous goal)





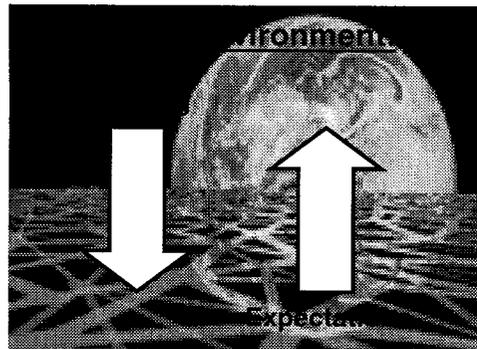
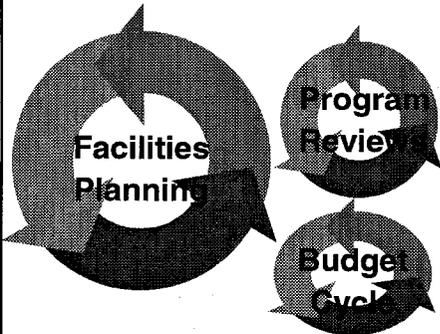
Improve Strategic Planning at USMA:

- Adopt a definition for strategic planning
- Create a dedicated Strategic Support Planning Cell
 - perform continuous environmental scanning
 - develop strategies
 - provide planning support for Leader Team strategic decision making
- Create a strategic planning process
- Communicate a strategic planning paradigm to internal and external audiences



Strategic Planning at the Institutional Level:

We need to do a better job

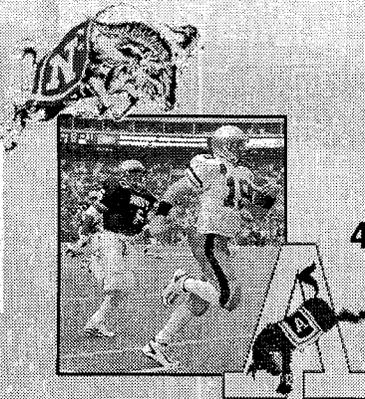




Continuous Adjustment Examples:

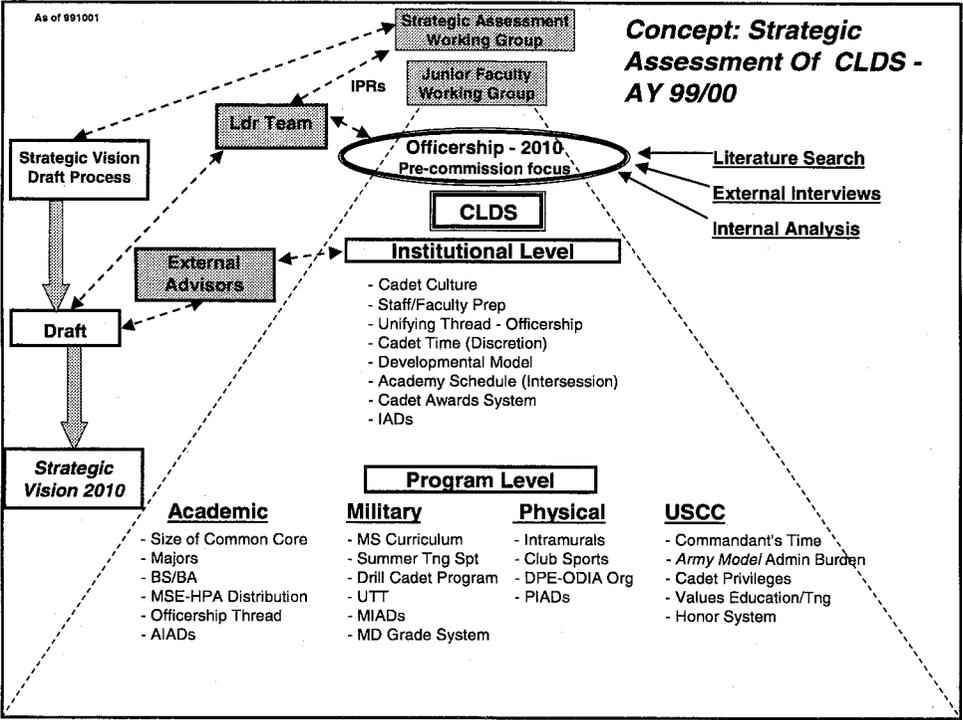
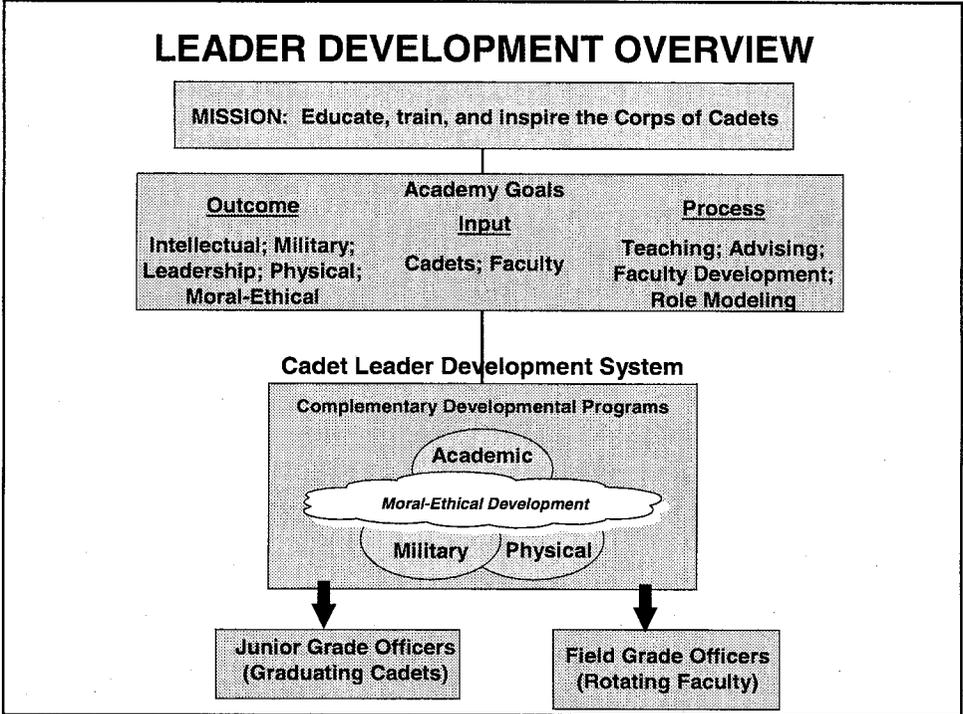
- **Academic**
 - Full implementation of an assessment system
 - Adjusted curriculum:
 - Increased cultural awareness
 - Greater emphasis in writing
 - Implemented and refined the core engineer sequences
 - Articulated the Officership theme
- **Military**
 - Eliminated demeaning leadership practices
 - Improved time management
 - Increased cadet chain of command duties and leadership opportunities
- **Physical**
 - Instituted Master Fitness program
 - Recognized need for renovation of Arvin CPDC

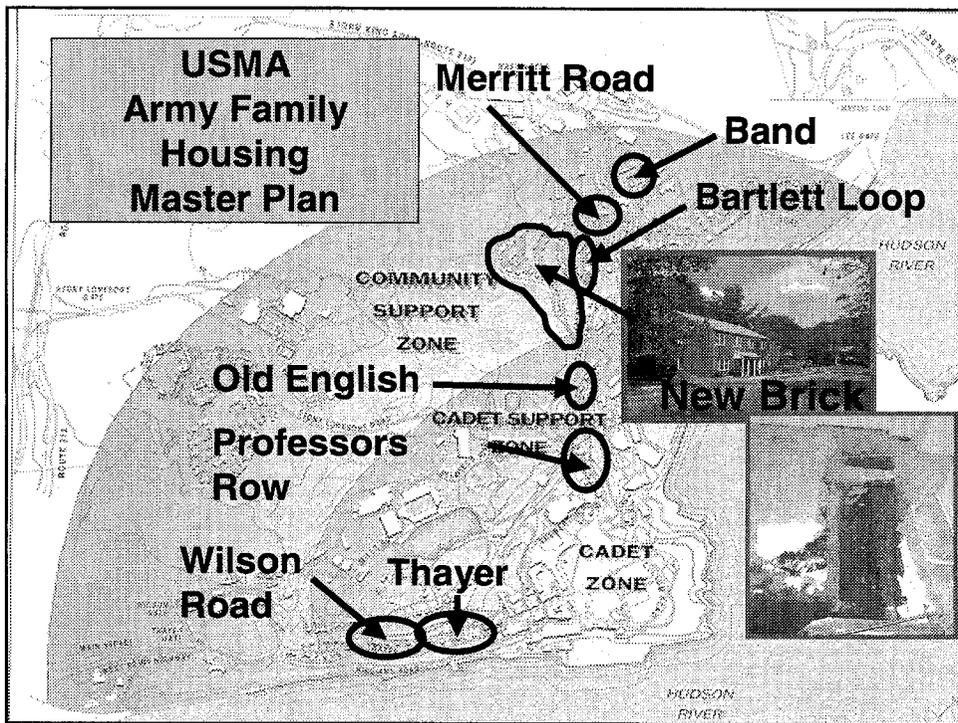
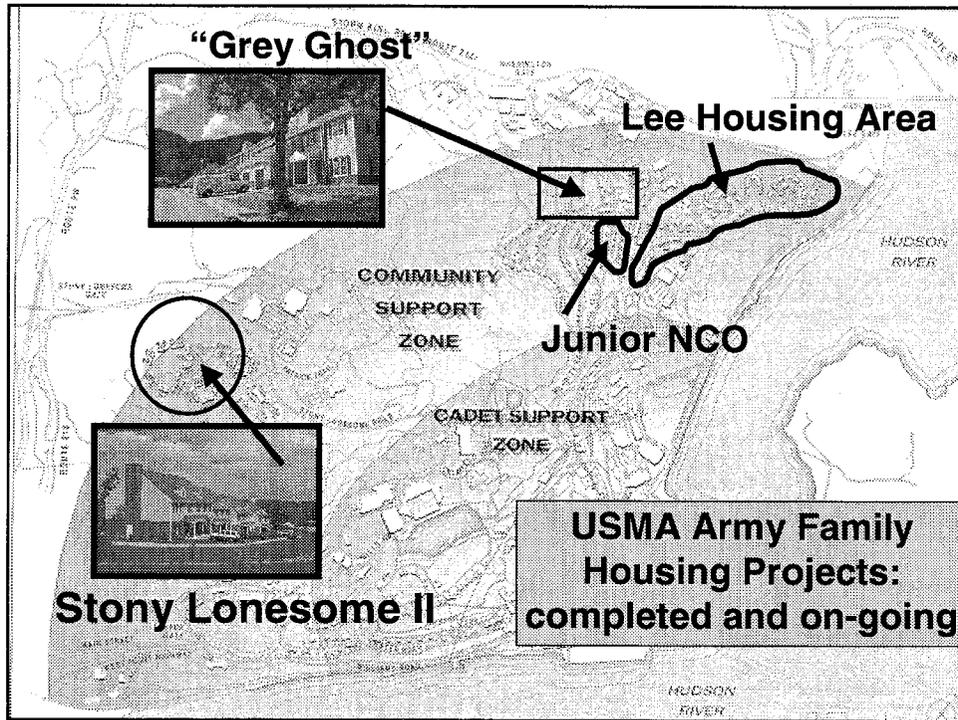
100th Army- Navy Game!



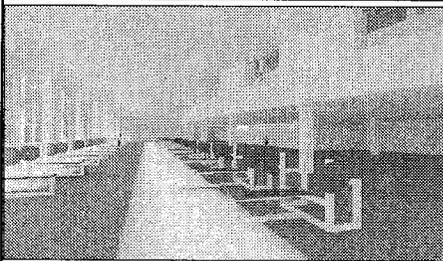
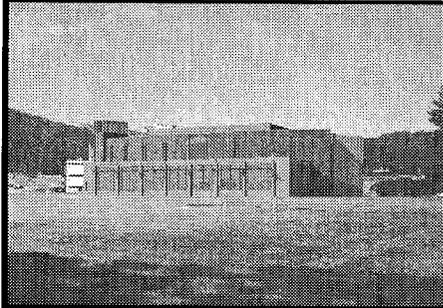
Philadelphia
4 December, 1999

Go Army, Beat Navy!





Michie Stadium Athletic Complex



Michie Stadium Athletic Complex Fundraising

\$33	needed to complete	\$31.5	\$1.6	To be Determined
\$22	needed to start	\$22.6	\$8.9	Pledges Beyond 2000
		\$19.7	\$2.9	Pledges by EOY 2000
		\$16.7	\$3.0	Pledges by 1 Feb 2000
			\$16.7	On Hand

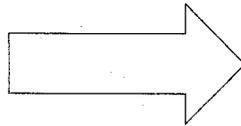
In millions of \$
As of 16 Nov '99

Duty, Honor, Country



United States Military Academy

**Comm's
Back-ups**



Duty, Honor, Country

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File Location

68

Enclosure 3
Appendix IV



Assessment of Bedrock Values

Honor

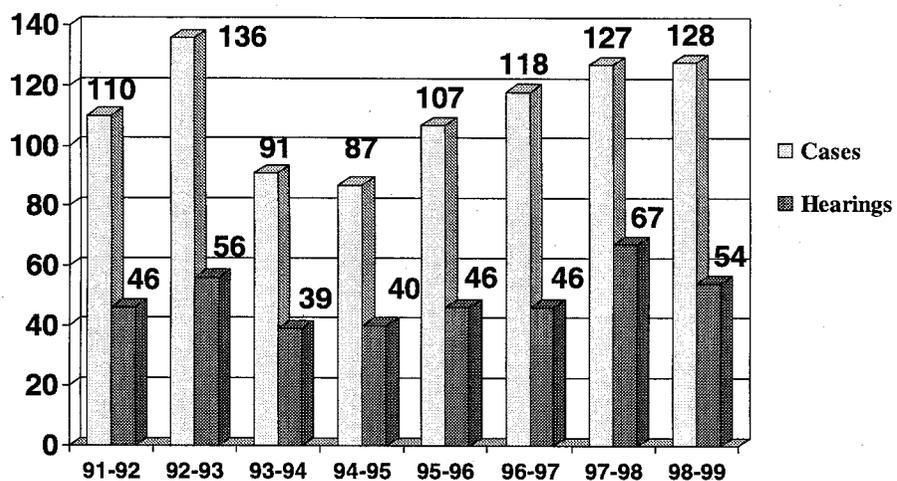
+ System is healthy

Challenges

- Ensuring group loyalty does not surmount institutional loyalty
- Increasing Cadet support & understanding of the non-toleration tenet
- Standardizing & instructing Cadets on documentation procedures



Honor Annual Case/Hearing Comparison





Assessment of Bedrock Values

Respect

Positive

- ✦ Cadets using CoC when facing respect-related incidents
- ✦ Greater cadet understanding on what constitutes respect-related issues
- ✦ Quality of classes improved with VET concept

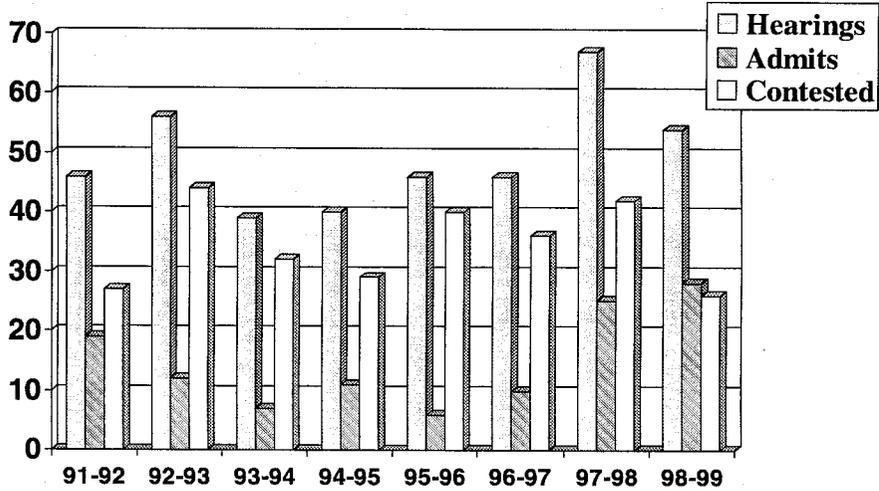
Negative

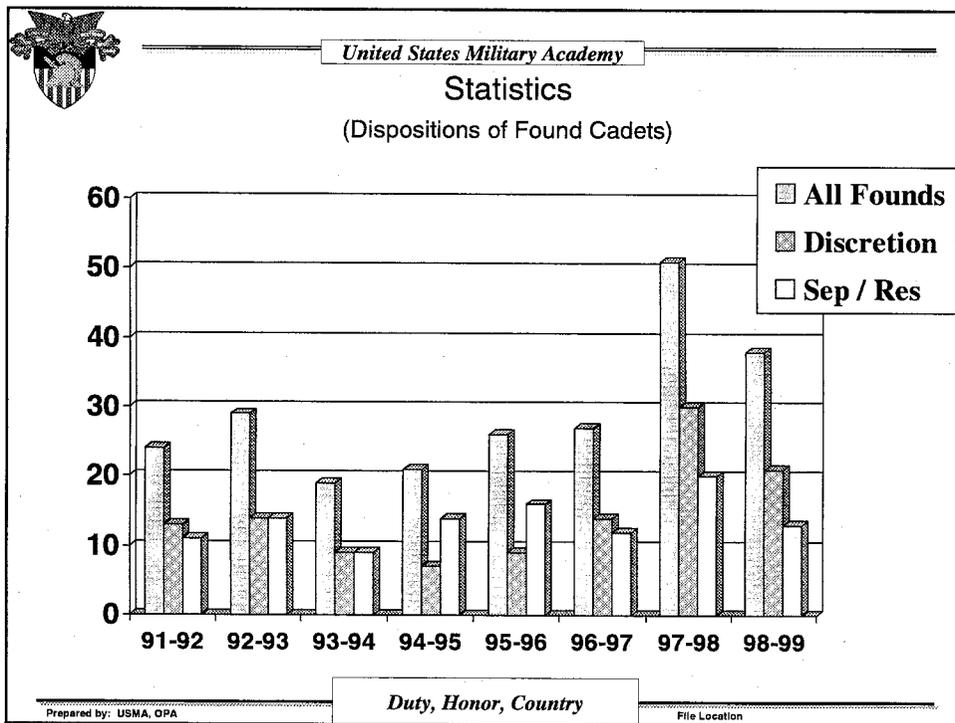
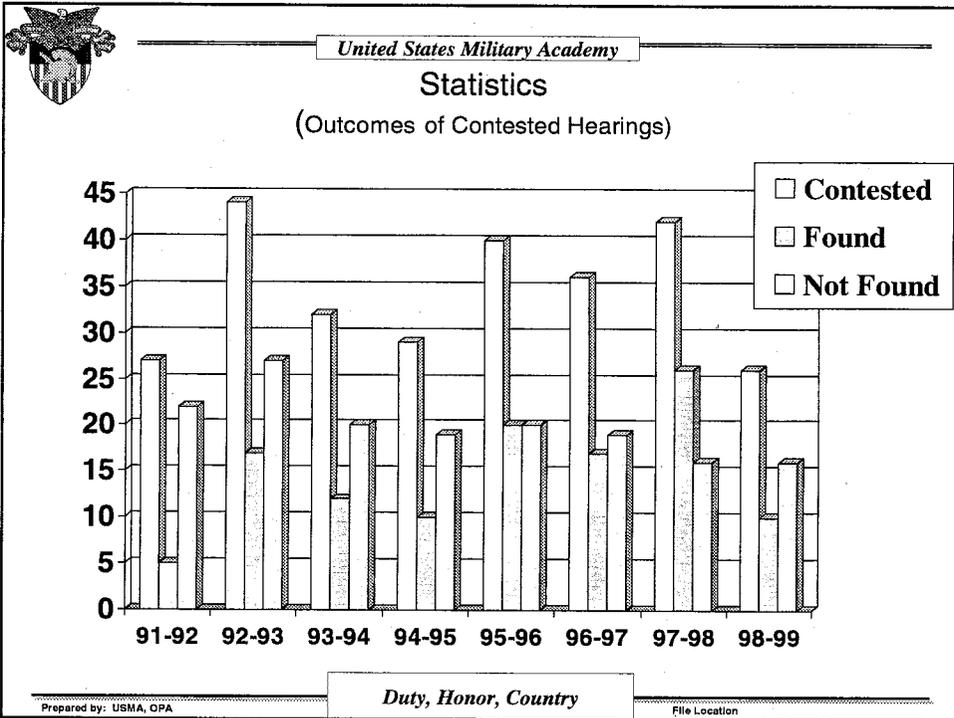
- Need to ensure consistency of VET-led instruction
- Gender issues/ problems continue throughout the Corps, even with more education
- Recent rise in Alcohol- related incidents



Statistics

(Hearing Type)







United States Military Academy

CS Case Trends last two years

	97-98	98-99
● % of CS Cadets in Corps	29	28
● % of CS honor investigations	46	47
● % of CS honor hearings	43	44
● % of fouds who were CS	41	39
● % of allegations against CS initiated by cadets	33	28
● % of allegations against non-CS initiated by Cadets	41	44

Prepared by: USMA, OPA

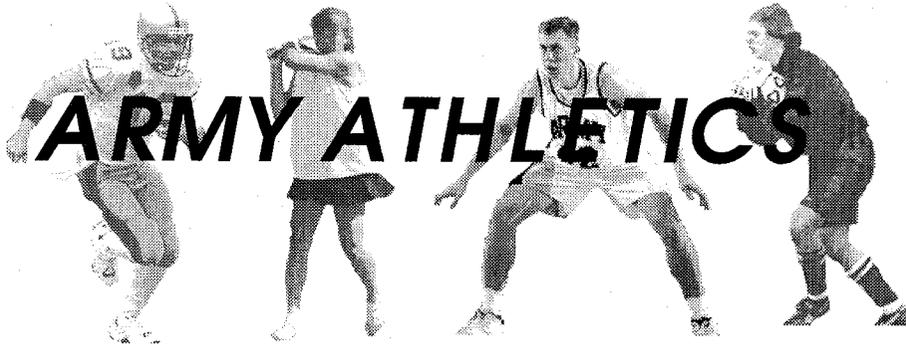
Duty, Honor, Country

File Location



United States Military Academy

Office of Director of Intercollegiate Athletics
Program Review '99



Prepared by: USMA, DIA-SIG

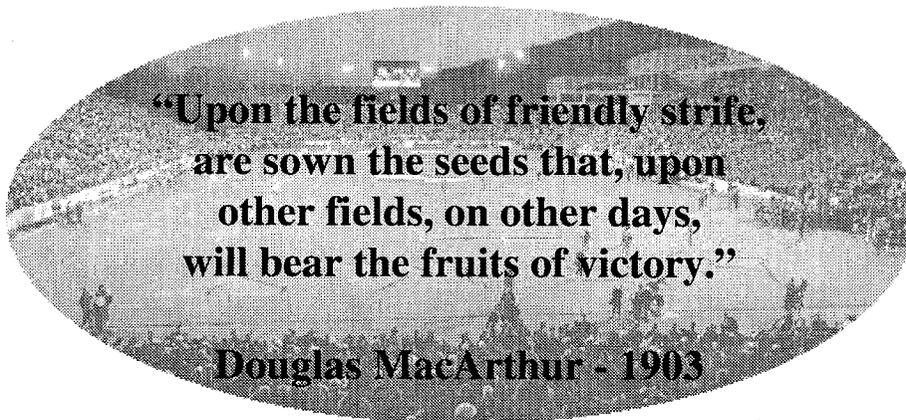
Army Athletic Association

1



United States Military Academy

ARMY ATHLETICS



Prepared by: USMA, DIA-SIG

Army Athletic Association

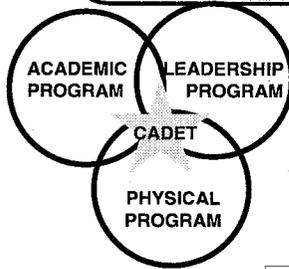
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Enclosure 3
Appendix IV



ACADEMY MISSION

“To educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country; professional growth throughout a career as an officer in the United States Army; and a lifetime of selfless service to the Nation.”



INTERCOLLEGIATE ATHLETIC MISSION

Provide 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.

United States Military Academy

SPORTS PROGRAMS

FALL (7)	<u>MEN</u> Cross Country Football Soccer Sprint Football	<u>WOMEN</u> Cross Country Volleyball Soccer	
WINTER (10)	<u>MEN</u> Basketball Swimming/Diving Track (Indoor) Gymnastics Hockey Wrestling	<u>WOMEN</u> Basketball Swimming/Diving Track (Indoor)	<u>COMBINED</u> Rifle
SPRING (8)	<u>MEN</u> Baseball Track (Outdoor) Tennis Golf Lacrosse	<u>WOMEN</u> Softball Track (Outdoor) Tennis	<div style="border: 1px solid black; padding: 5px; display: inline-block; text-align: center;"> NOTE: Pistol is no longer an NCAA sport </div>

Army Athletic Association

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CONFERENCE ALIGNMENTS

Division I (IA Football)

25 Teams

<p><u>24 TEAMS -- 6 CONFERENCES</u></p> <ul style="list-style-type: none"> • Patriot League (19 Teams) • Conference USA (Football) • College Hockey America • Collegiate Sprint Football League • Eastern Intercollegiate Wrestling Association • Eastern Intercollegiate Gymnastics League 	<p><u>1 TEAM -- INDEPENDENT</u></p> <ul style="list-style-type: none"> • Rifle
--	--






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United States Military Academy

CONFERENCE USA TEAMS

CHARTER
 Cincinnati
 Houston
 Louisville
 Memphis
 Southern Miss
 Tulane
 East Carolina '97
ARMY '98
UAB '99
 TCU '01
 South Florida '03

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PATRIOT LEAGUE TEAMS

<p><u>MEN (10)</u> Baseball Basketball Cross Country Indoor Track Outdoor Track Soccer Swimming & Diving Tennis Golf Lacrosse</p>	<p><u>WOMEN (9)</u> Softball Basketball Cross Country Indoor Track Outdoor Track Soccer Swimming & Diving Tennis Volleyball</p>
--	---

Army
Bucknell
Colgate
Holy Cross
Lafayette
Lehigh
Navy

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COLLEGE HOCKEY AMERICA

1 year trial period

CHA
College Hockey America

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RECRUITING & ADMISSIONS SUPPORT

Assoc. AD Recruiting / Admissions
Sprint FB Coach
(McIntyre)

Asst. Adm. Support
(Football / Medical)
(James)

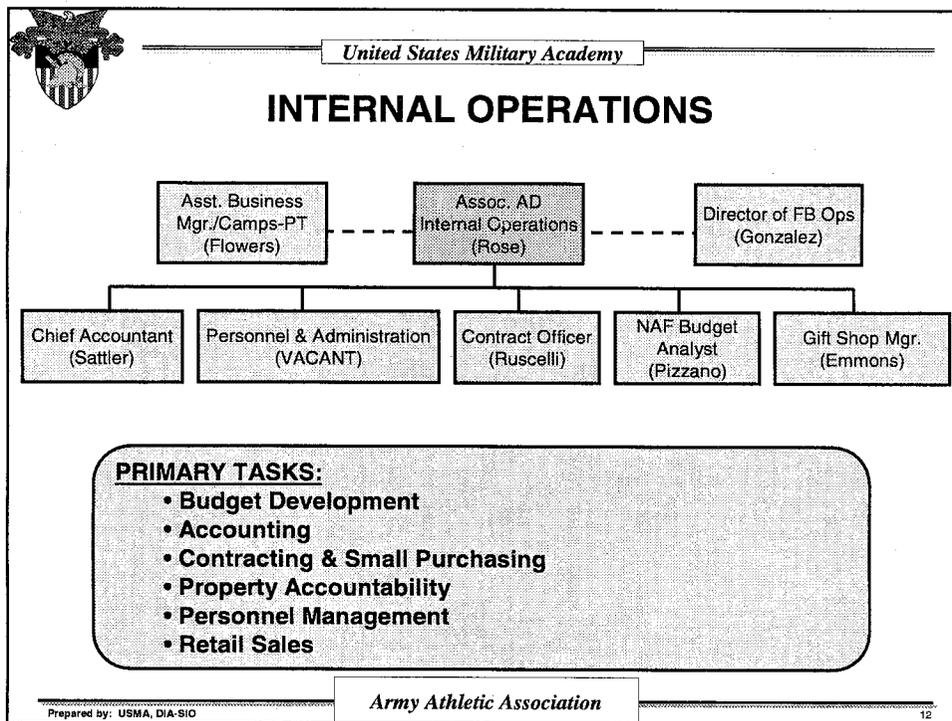
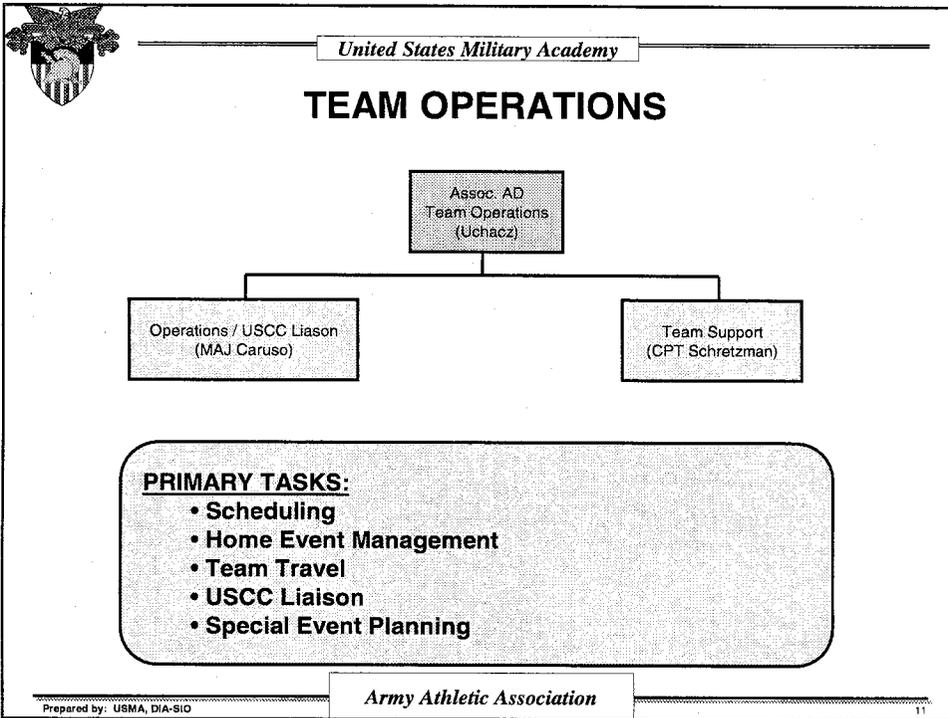
Asst. Adm. Support
(Olympic Sports)
(Rodriguez)

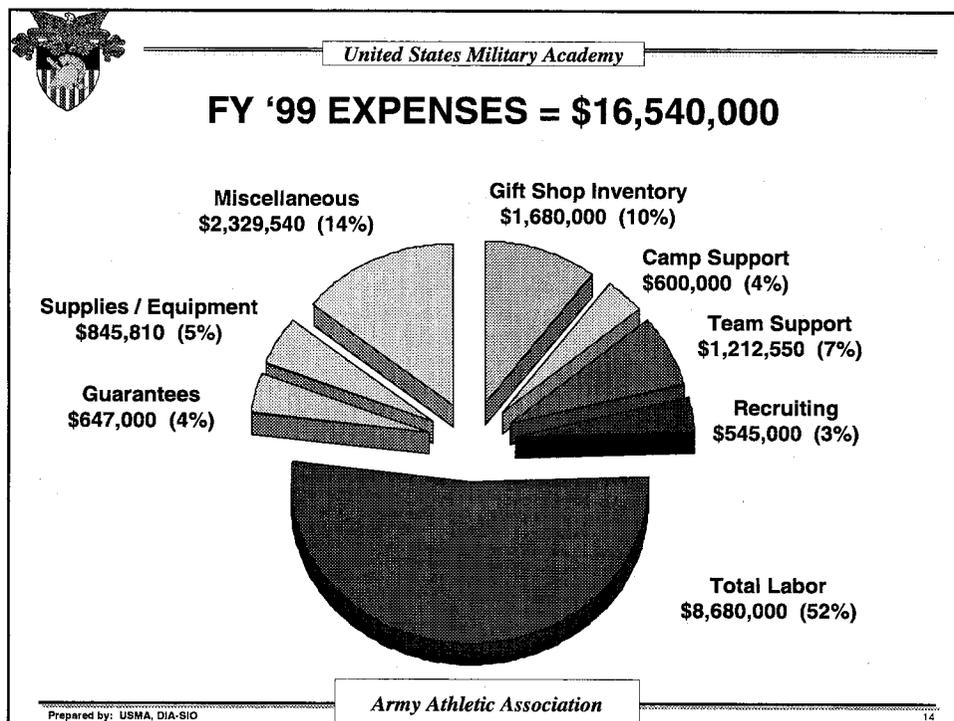
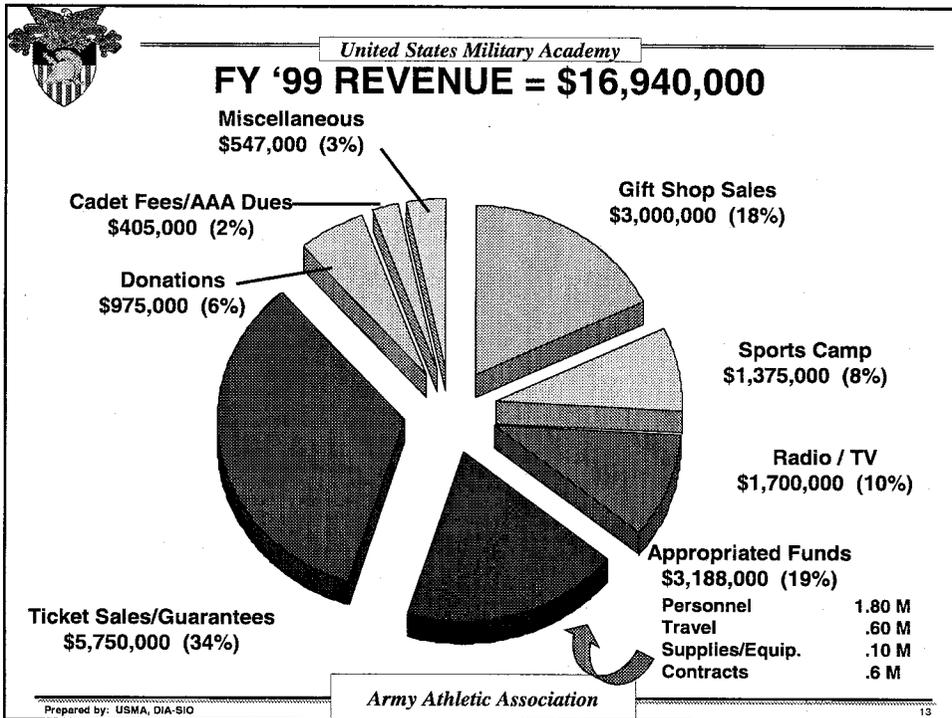
PRIMARY TASKS:

- Recruiting Plan Development
- Coaching Staff Support
- Candidate Assistance
- Admissions File Development & Support

Army Athletic Association

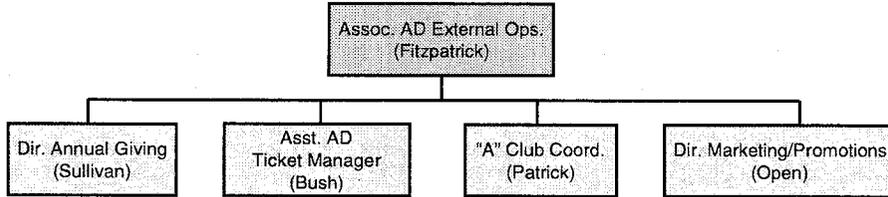
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EXTERNAL OPERATIONS

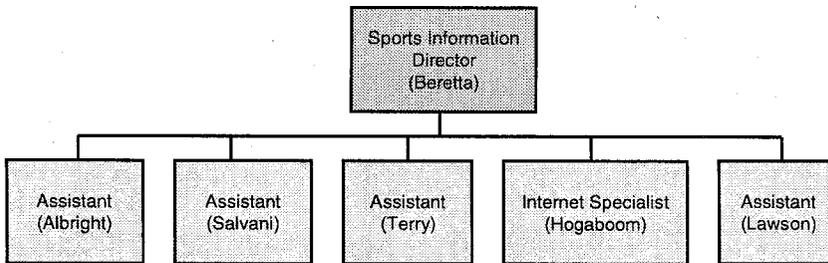


PRIMARY TASKS:

- Create a comprehensive fund raising program featuring:
 - Annual Giving
 - Major Gift Solicitation
 - Special Event Fund Raising Activities
- Create a comprehensive marketing / promotions program featuring:
 - Corporate Sponsorship Sales
 - Advertising / Image Campaign
 - Ticket Sales Campaign

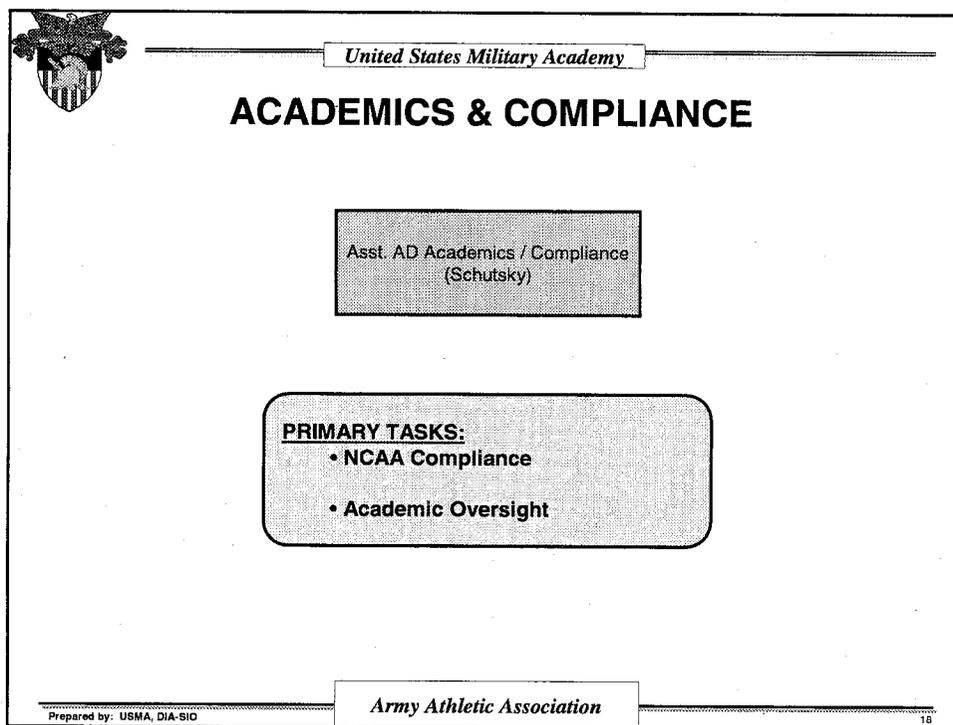
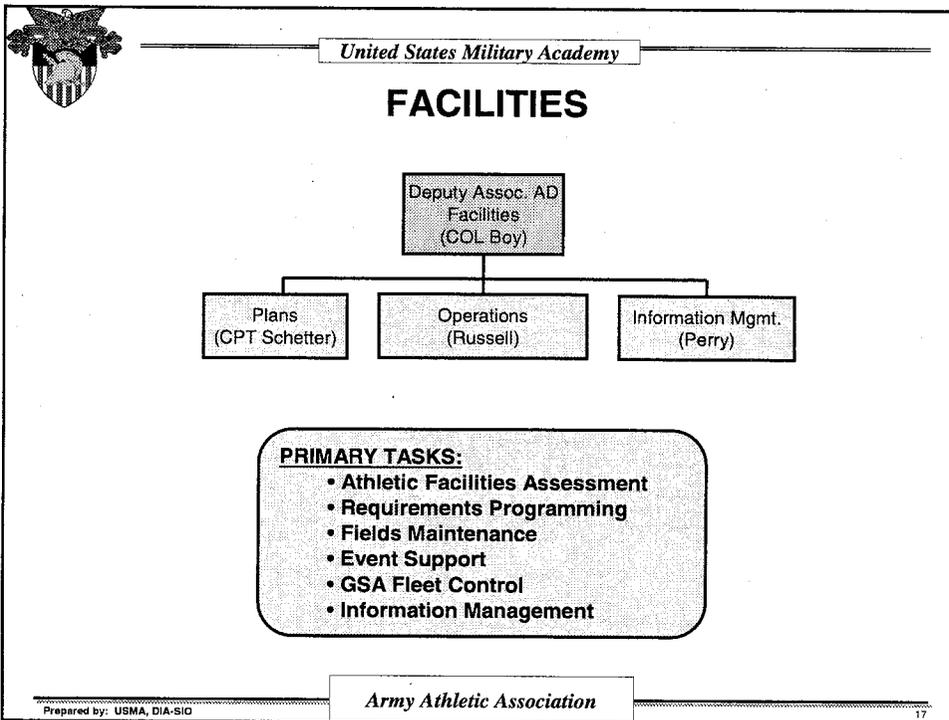


SPORTS INFORMATION



PRIMARY TASKS:

- Media Relations
- Event Coverage
- Publications Production
- Maintenance of Statistics / Archives
- Maintenance of Army Athletics Online



United States Military Academy



NCAA CERTIFICATION

“Substantial Conformity” with all seventeen operating principles in the following areas:

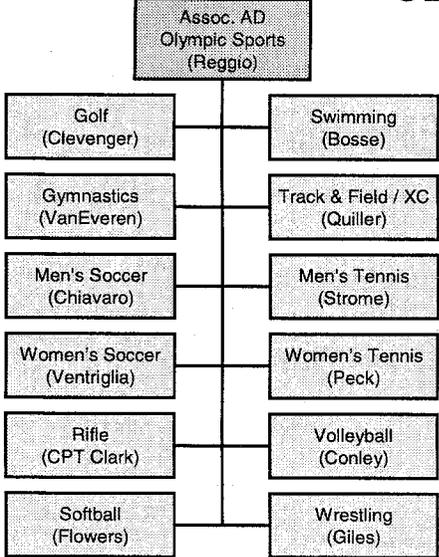
- Governance and Commitment to Rules Compliance
- Academic Integrity
- Fiscal Integrity
- Commitment to Equity

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OLYMPIC SPORTS



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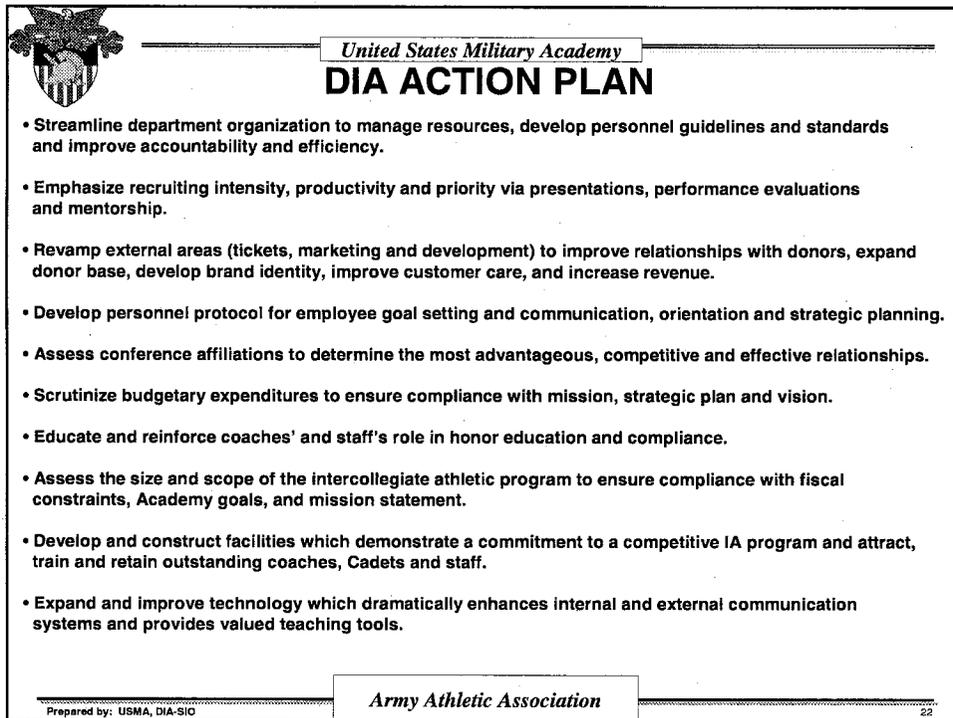
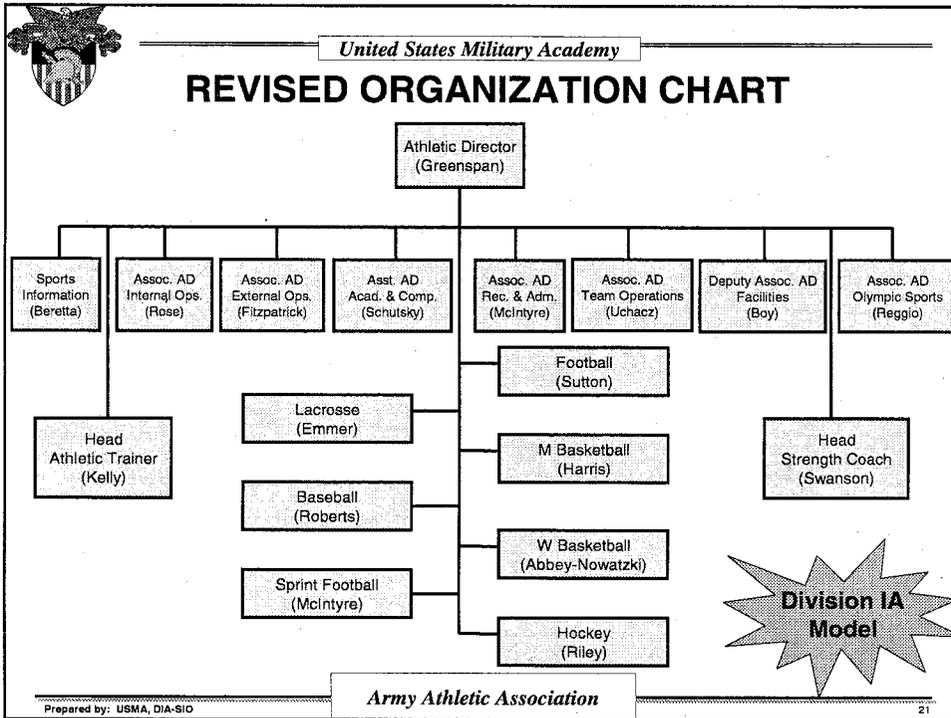
graph TD
    A["Assoc. AD Olympic Sports (Reggio)"] --- B["Golf (Clevenger)"]
    A --- C["Swimming (Bosse)"]
    A --- D["Gymnastics (VanEveren)"]
    A --- E["Track & Field / XC (Quiller)"]
    A --- F["Men's Soccer (Chiavaro)"]
    A --- G["Men's Tennis (Strome)"]
    A --- H["Women's Soccer (Ventriglia)"]
    A --- I["Women's Tennis (Peck)"]
    A --- J["Rifle (CPT Clark)"]
    A --- K["Volleyball (Conley)"]
    A --- L["Softball (Flowers)"]
    A --- M["Wrestling (Giles)"]
            
```

PRIMARY TASKS:

- Dedicated Sport Supervision / Evaluation
- Olympic Sport Advocacy and Coordination
- Senior Staff Representation

Army Athletic Association

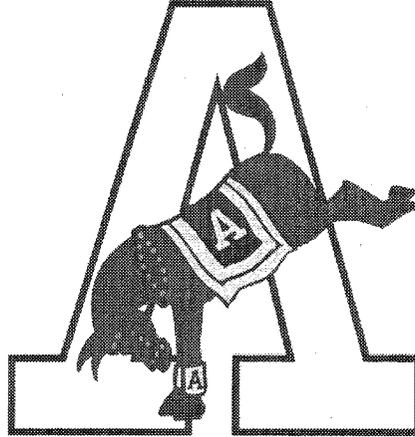
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United States Military Academy

GO ARMY!



Prepared by: USMA, DIA-SIO

Army Athletic Association

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Enclosure 3
Appendix IV



United States Military Academy



USMA Admissions *The Corps Starts Here*

Duty, Honor, Country
The Corps Starts Here



United States Military Academy

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, minorities, women and soldiers.**

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Outline

- **Current Class Summary**
- **Recruiting**
- **Minority Recruiting**



Current Class Summary



Admissions File Data

<u>Category</u>	<u>CI 2003</u>	<u>CI 2002</u>	<u>CI 2001</u>	<u>CI 2000</u>	<u>CI 1999</u>
	Final	Final	Final	Final	Final
Applicants:	11,471	12,442	12,734	12,873	12,429
Nominated:	4,016	4,243	4,292	4,387	4,562
Qualified:	2,160	2,088	2,046	2,066	2,050
Offered:	1,483	1,516	1,597	1,548	1,576
Enrolled:	1,134	1,246	1,192	1,187	1,187

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Recent Class Profiles

	<u>CI 2003</u>	<u>CI 2002</u>	<u>CI 2001</u>
Top 20% of High School Class	73%	74%	76%
Valedictorians	7%	6%	7%
Salutatorians	3%	3%	5%
National Merit Scholarship Recognition	20%	19%	18%
National Honor Society	57%	59%	60%
Boys/Girls State	17%	18%	17%
Class or Student Body President	18%	18%	17%
Scouting Program	44%	45%	45%
Eagle/Gold Award Awardees	12%	11%	13%
Team Captain	59%	62%	62%
Varsity Letter Winners	88%	90%	88%
Mean SAT:	V 627	V 624	V 620
	M 641	M 644	M 644
Mean ACT:	E 27	E 27	E 27
	M 29	M 29	M 28

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Class Profiles Consistency of Quality Over Time

	CI 2003	CI 1981	CI 1971
Top 20% of High School Class	73%	73%	77%
Valedictorians	7%	6%	6%
Boys/Girls State	17%	21%	31%
Eagle/Gold Award Awardees	12%	15%	27%
Scouting Participants	44%	55%	62%
Team Captain	59%	44%	52%
Varsity Letter Winners	88%	83%	66%
Mean SAT:	V 627 M 641	V 610* M 630	V 630* M 650

* SAT scores recentered to new standard for comparison purposes

Class quality remains constant in both short and long term.

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Class Composition Goals

Categories	Goals	CI 2003		CI 2002	CI 2001	CI 2000	CI 1999
		<i>final</i>	<i>final</i>	<i>final</i>	<i>final</i>	<i>final</i>	<i>final</i>
		<i>Accepts</i>		<i>Accepts</i>	<i>Accepts</i>	<i>Accepts</i>	<i>Accepts</i>
*Scholars	20-25%	264	23%	260	247	259	252
*Leaders	20-25%	254	22%	286	282	259	223
Athletes	20-25%	220	19%	279	250	273	279
*Women	>12%	189	17%	192	188	188	175
*Soldiers	12-15%	228	20%	212	189	172	167
African Americans	10-12%	92	8%	113	87	83	86
*Hispanics	4-6%	99	9%	55	62	56	46
*Other Minorities	2-3%	101	9%	103	79	97	76

* Met or exceeded Class Composition Goal

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Recruiting

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Recruiting --Talent Searches Direct Mail Campaign

	<u>Target</u>	<u>Contacts</u>	<u>Replies</u>	<u>Return Rate</u>
PLAN	10 th grade scholars & minorities	28,000	1,627	6%
NRCCUA	10/11 th grade military interest	105,000	13,427	13%
PSAT	10 th /11 th grade scholars & minorities	125,000	6,020	5%
SAT	12 th grade scholars & minorities	3,500	72	2%
ACT	12 th grade scholars & minorities	99,500	1,103	1%

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Mailing Program

- Target students from 8th grade on, recognize soldiers separately
- Series of automated mailback correspondence

<u>audience</u>	<u>time</u>	<u>items</u>
8 th graders	all year	pen, cover letter w/ info on sports camps
9 th graders	all year	poster (four generals), cover letter
10 th graders	fall	pencils, cover letter
10 th graders	spring	postcard followed by letter w/ Field Force info
11 th graders	fall	pennant, Fact Sheet on nomination process, letter w/ Parents Club info
11 th graders	spring	Prospectus w/ PCQ

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Soldier Recruiting Team

- Build new section to find, inform/inspire/motivate, qualify, and enroll soldiers in USMA. Additionally, handle all files for USMAPS and Civil Prep
- Consists of one MAJ/CPT, one GS-05, one GS-04

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Educator Visits

- **This Fall**
 - Farwest & Southwest, 13-16 Sep 99
 - Mid-Atlantic & Northeast, 20-23 Sep 99
 - Southeast, Great Lakes, & Milwaukee Minority Educators, 25-28 Oct 99 (Rockwell Endowment will partially fund this visit)
- **Future (conduct 3/year in Spring)**
 - 27-30 Mar 00
 - 3-6 Apr 00
- **Focus west of Mississippi**
- **Stephen and Lucy Draper Endowment**

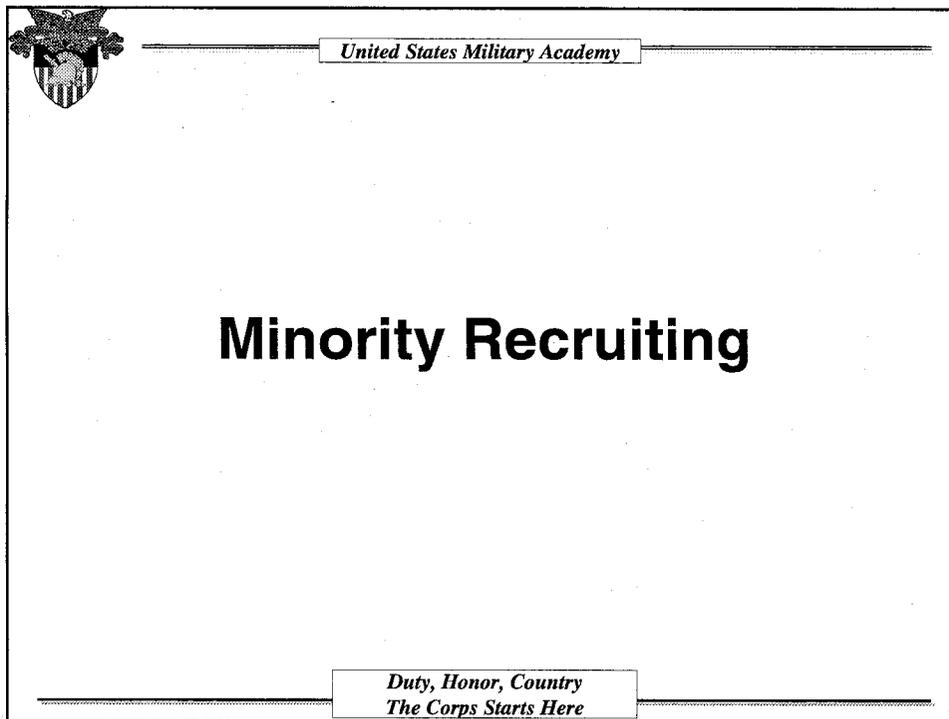
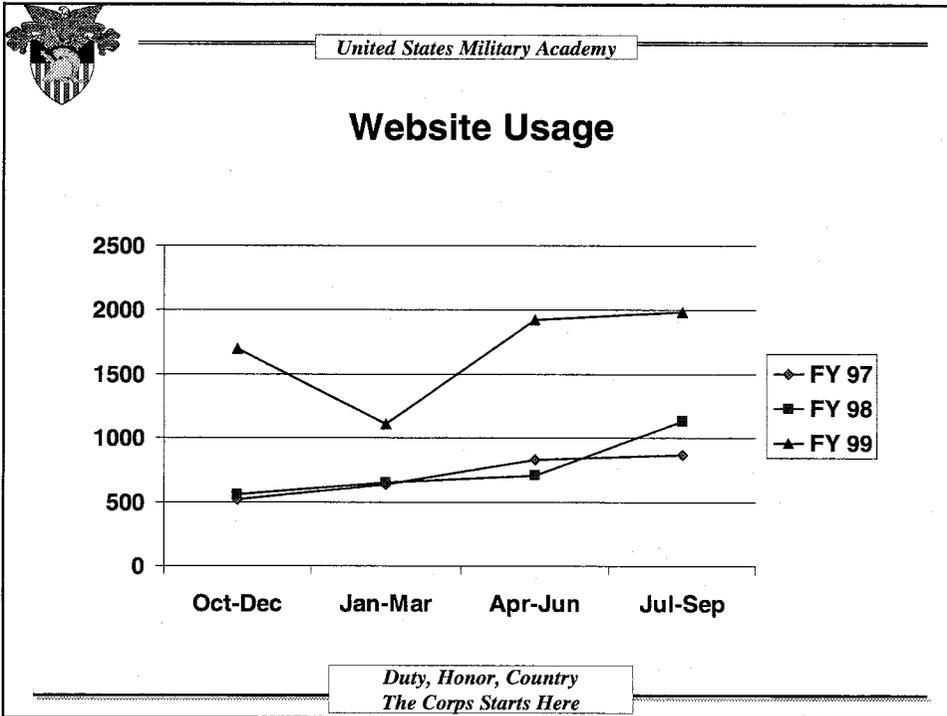
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ROTC Cooperation

- Admissions counseling theme stresses ROTC option
 - Data transfers to Cadet Command
 - USMA disqualification letter highlights ROTC option
 - 100 ROTC scholarships awarded annually by USMA
 - Invited to participate in Admissions events
 - ROTC invited to participate in all Admissions events
 - Mailback card in admissions kit for ROTC information
 - Rolling notification process for nominated candidates
- Goal: Embed ROTC option in all USMA materials/events as an alternate path to Army officership

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USMA Minority Visitation Program

- Funds provided by AOG; Arrangements made by DAD
- Twelve weekend visits: September - April
- 98 invites sent, 68 candidates accepted
- 60 of the 68 were offered admission
- 44 accepted offers of admission - 73% YIELD

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USMAPS Minority Visit Program

- Conducted 1 visit last cycle, plan 2 visits for next cycle
- Invited 7 candidates - 7 candidates accepted visit offer
- Of those who were offered admission, all accepted
- All of those who accepted visit are still at USMAPS
 - Know what they are getting into
 - Have opportunity to see the end result of USMAPS experience
 - Opportunity to speak with chain of command
- This program bridges the USMAPS-USMA experience for candidates

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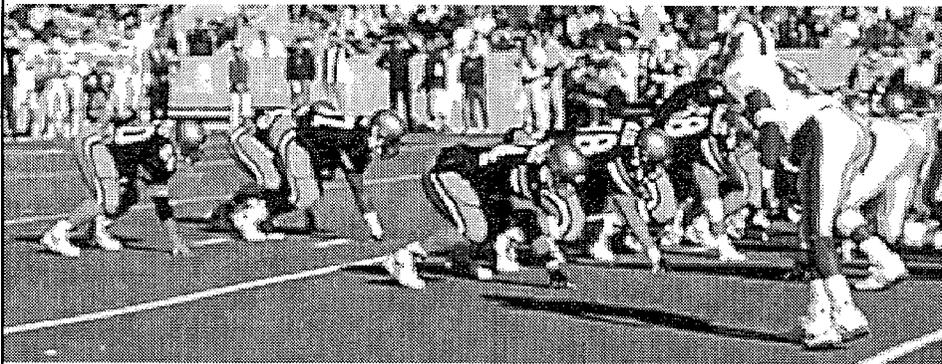


Shaping the Class of 2004

	<u>2003</u>	<u>2004</u>	<u>% Change</u>
Total	9694	8801	-9%
Athletes	3846	3080	-20%
Women	1358	1509	+12%
Leaders	338	472	+40%
Scholars	842	773	-8%
AfrAmr	1050	1007	-4%
Hispanic	520	496	-5%
Other Min	604	1314	+118%
LOA	660	723	+10%

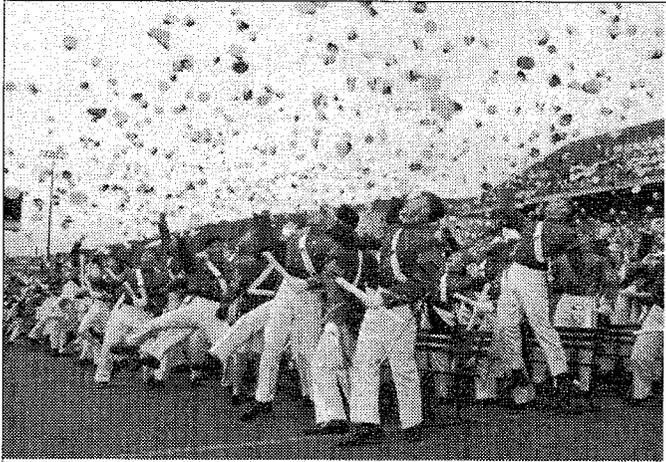
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The Corps Starts Here*

GO ARMY!! BEAT AIR FORCE



BEAT NAVY!!

United States Military Academy



May 29, 2004

Desire, Faith, Effort

Prepared by: USMAPS Operations 2/10/00 11:33 AM

United States Military Academy

AGENDA

- **General**
 - Mission
 - Vision
 - Organization
- **Curriculum**
 - Structure
 - Learning Model Assumptions
 - Math
 - English
 - Success Development
 - Moral-Ethical Development
- **USMAPS 2000**

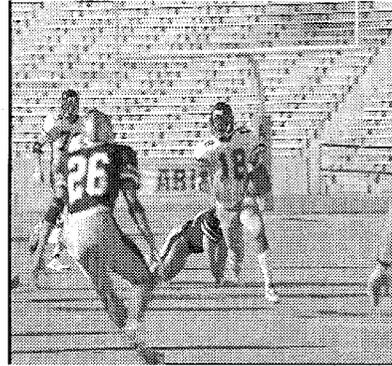
Desire, Faith, Effort

Prepared by: USMAPS Operations 2/10/00 11:33 AM



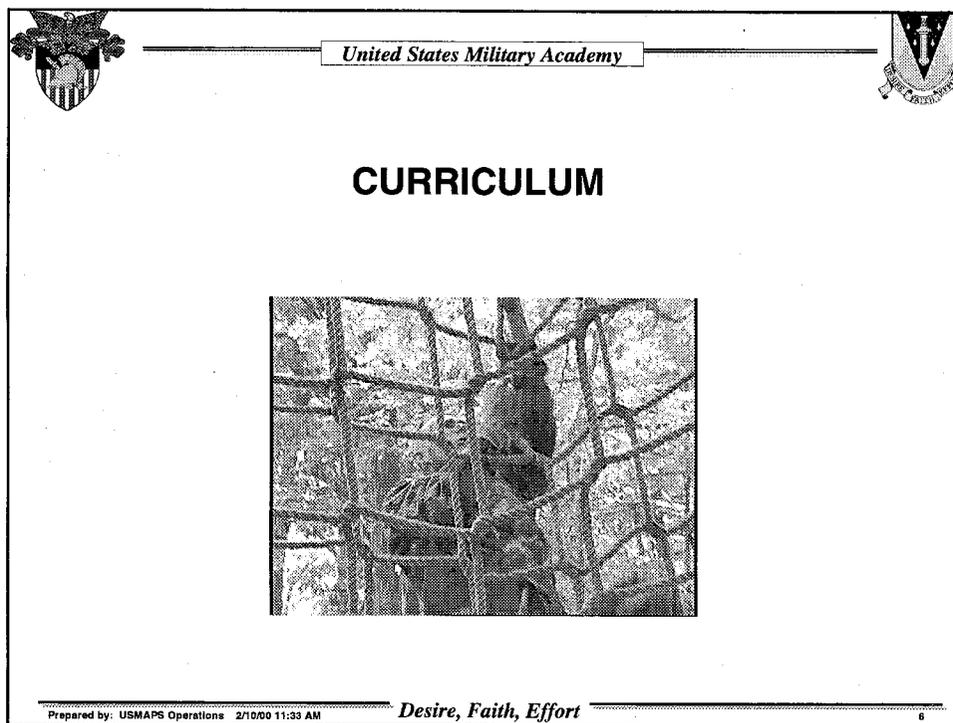
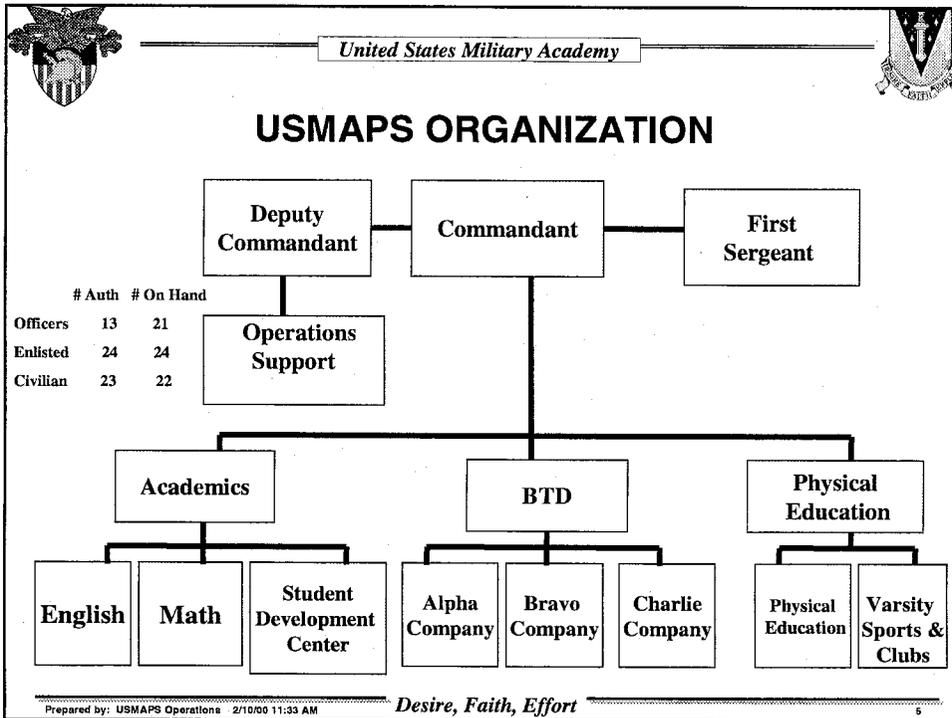
MISSION

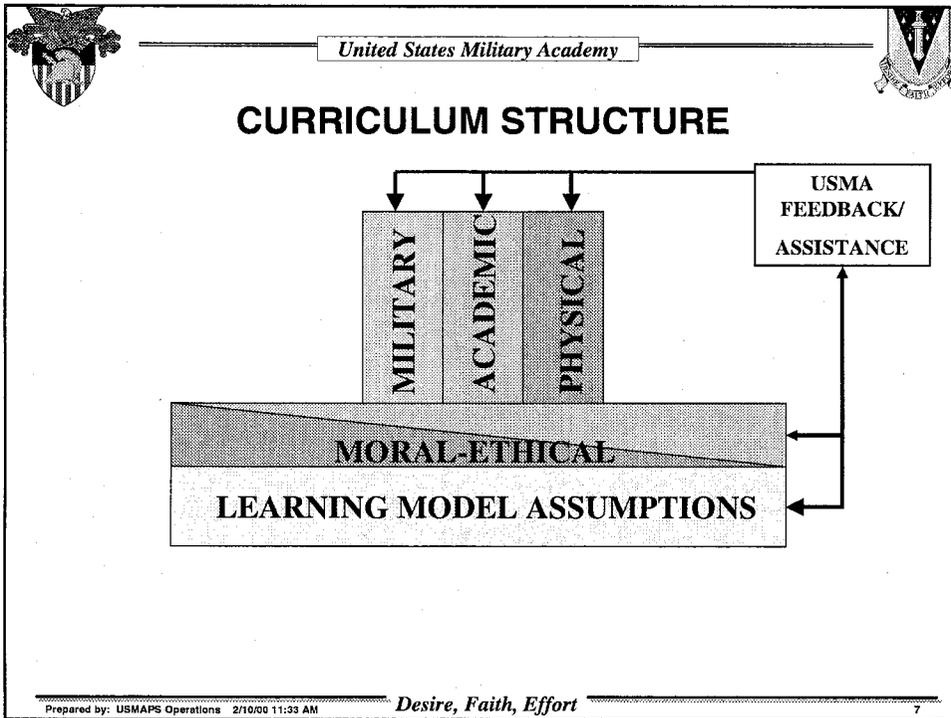
Provide academic, military and physical instruction in a moral-ethical military environment to prepare and motivate candidates for success at the United States Military Academy.



VISION For USMAPS

- **A USMAPS Organization that:**
 - Enhances knowledge and skills expected of candidates upon entry to West Point
 - Provides a Professional Military Environment with central focus on development of character consistent with Army Values
 - Maintains a quality Staff and Faculty focused and integrated to achieve USMAPS Mission
 - Organization culture that emphasizes
 - * Teamwork
 - * Excellence
 - * Pride in Success
 - * Respect for others
 - * Integrity





- United States Military Academy
- ## LEARNING MODEL ASSUMPTIONS
- **SUCCESS IS THE GOAL**
 - **ENHANCEMENT NOT REMEDIATION**
 - **FAILURE = OPPORTUNITY TO DEVELOP**
 - **CHALLENGE AND SUPPORT**
 - **ONE SIZE DOES NOT FIT ALL**
 - **CLEAR STANDARDS FOR ALL PROGRAMS**
 - **CANDIDATE FAILURE = USMAPS FAILURE**
 - **ENCOURAGE SUCCESS ALWAYS**
 - **CANDIDATES GET BENEFIT OF DOUBT**
 - **NO QUICK DECISIONS ON OUR PART**
- Prepared by: USMAPS Operations 2/10/00 11:33 AM *Desire, Faith, Effort* 8



MATHEMATICS CURRICULUM

FOUR TRACKS

- **Advanced Placement Calculus**
 - College Board approved Calculus Curriculum
 - AP National Test in spring
 - Goal - Validation of a West Point Course
- **Discrete Math/Calculus**
 - Discrete Math (Matrices, Probability, Data Analysis, Curve Fitting)
 - Applications of Differential and Integral Calculus
- **Standard**
 - Algebra
 - Geometry
 - Trigonometry
 - Calculus
 - Probability
- **Standard Plus (3rd & 4th Qtrs)**
 - Algebra, Geometry, Trig and Pre-Calculus
 - Application Based
 - Data Analysis & Curve Fitting
 - Introduction to Differential Calculus

**** Math Learning Center offered in the evening**



ENGLISH CURRICULUM

- **Three Tracks - Advanced, Standard and Fundamental**
- **Pace, amount, and depth of material varied in each Track**
- **Use whole Language Approach involving reading, thinking, speaking and writing**
- **Review the conventions of standard formal written English and usage**
- **Write summaries, personal narratives, and compositions**
- **Perform synthesis of "Common Threads" in writing of argumentative compositions**
- **Present informative and argumentative speeches**
- **Improve reading and vocabulary skills**
- **Develop thinking and logical reasoning skills**



SUCCESS DEVELOPMENT COURSE

- Understand and reinforced across the school
- Demonstrate ability to read and comprehend at 12th grade level
- Learn and demonstrate the following skills
 - goal-setting procedures
 - time-management
 - effective study habits
 - test-taking strategies
 - stress management
 - note taking/notebook systems
- Apply knowledge gained in course to develop plan to achieve future excellence



MORAL ETHICAL DEVELOPMENT

- Goals
 - Educate Cadet Candidates on Army Values
 - Reinforce a Moral-Ethical Climate expected at USMA
 - Honor and Respect Education/Systems
 - Values training
 - Ethical decision making
 - Monell Speakers
 - Films
 - BTD Discussion
 - Journal
- Program of Instruction in Ethical Decision-Making
- Mentorship Program to assist development



MILITARY

- **Cadet Candidate Orientation - Vanguard Forge**
- **Candidate Leadership Experience/Assessment**
- **Instruction in Army Values - Reinforced across the school**
- **Familiarization with the Army**
- **Selected hands-on individual skill training**
- **Extra-curricular opportunities**
 - **Combat Operations Club (Sandhurst)**
 - **Military History Club**
 - **Strategy Club**
 - **Outdoor Club**
 - **Orienteering**



PHYSICAL AND ATHLETIC EDUCATION

- **Recent USMA Graduates as Athletic Officers**
- **Focus on Preparing CCs to meet USMA Standards**
 - **APFT/Height and Weight**
 - **Unit Runs**
 - **PAE Testing**
 - **Swimming Classes**
- **Quarterly Sports Day Competition**
- **Varsity Athletic Competition**

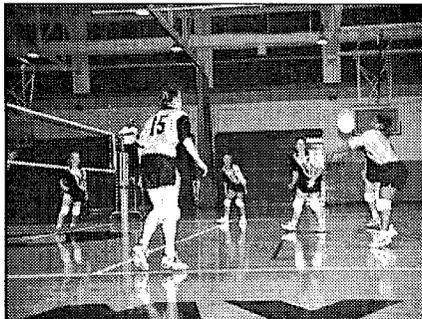


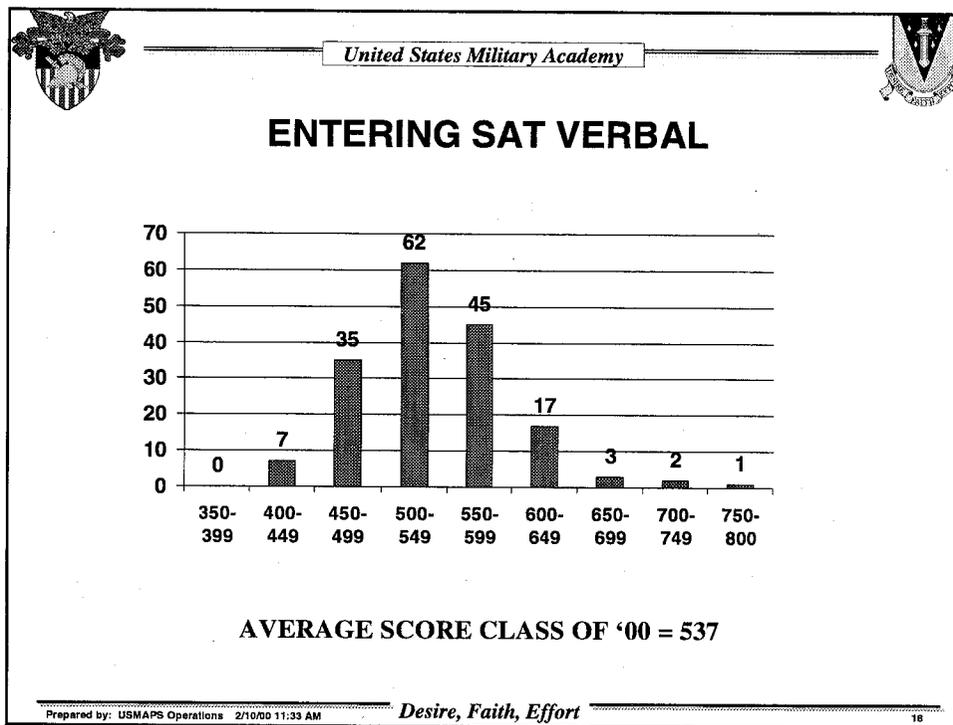
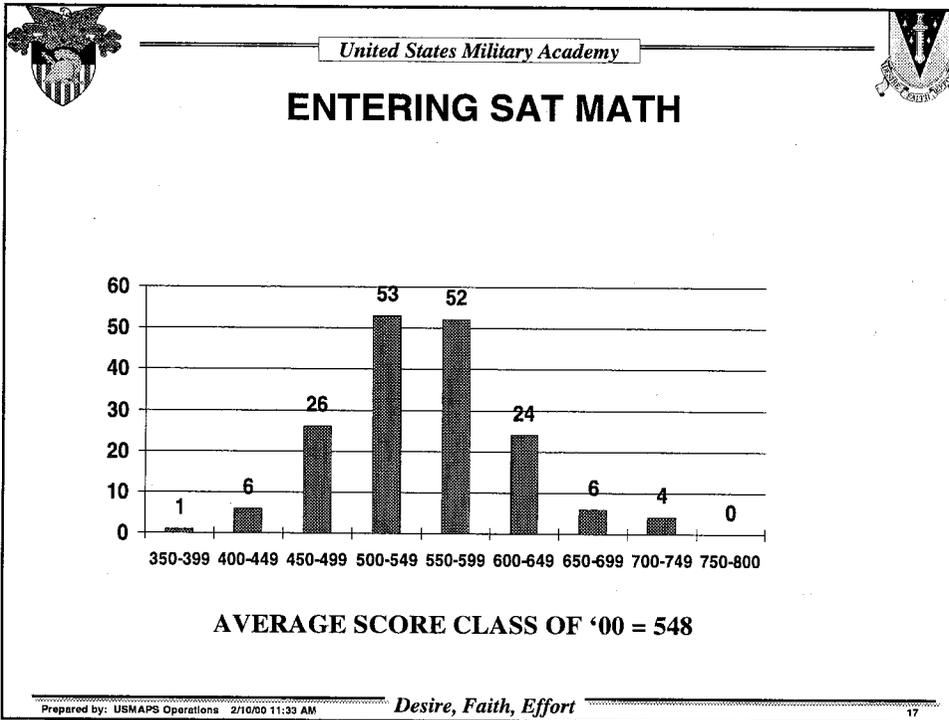
MISSION ACCOMPLISHMENT 1998-1999

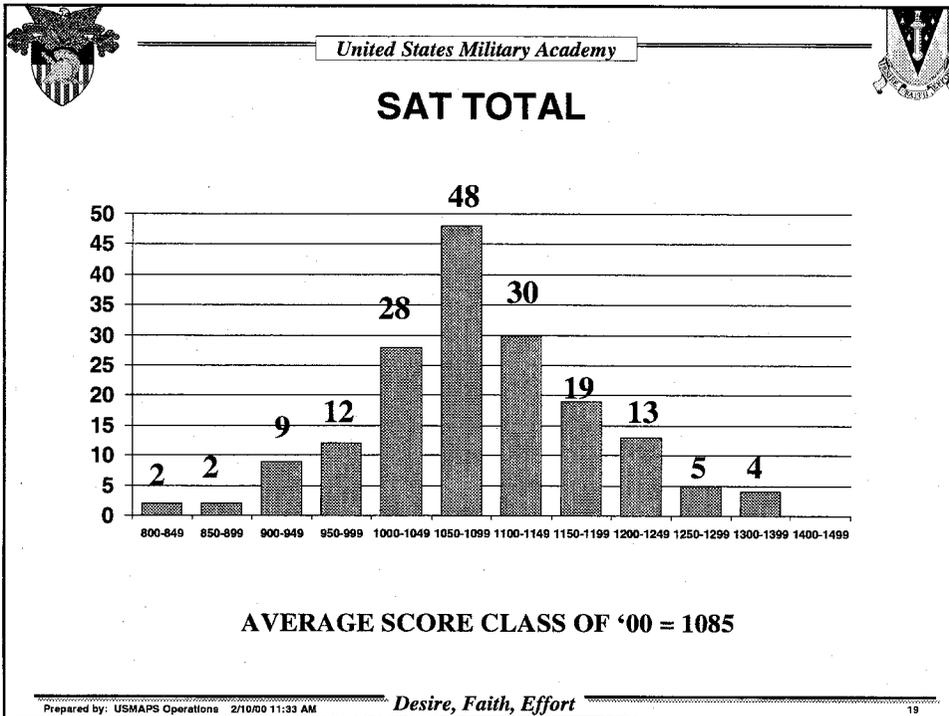
CATEGORY	USMA R-DAY	% OF GROUP
RA	81	44.0%
IR	93	50.6%
RESERVE	10	5.4%
ETHNICITY		
CAUCASIAN	98	53.3%
AFRICAN AMERICAN	46	25%
HISPANIC	27	14.7%
OTHER	13	7.0%
FEMALES	26	14.0%
MALES	158	86.0%
ATHLETES	46	25.0%
TOTAL	184	



Class of 2000







United States Military Academy

BOTTOM LINE

“I know what West Point expects and I am competent to deliver.”

“I am confident I will succeed and become a leader at USMA.”

“My career goal is to serve as an Army Officer and West Point is the path to my goal.”

Prepared by: USMAPS Operations 2/10/00 11:33 AM Desire, Faith, Effort 20

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

March 15, 1999

LETTER OF APPOINTMENT

Under the provisions of paragraph 1.04 of the Rules of the Board of Visitors, at the 3 March 1999 Organizational Meeting the following members were appointed as the Executive Committee of the 1999 United States Military Academy Board of Visitors:

Senator Kay Bailey Hutchison, Chairman
Representative Sue W. Kelly, Vice-Chairman
Senator Jack Reed, Member
Senator Rick Santorum, Member
Representative Charles H. Taylor, Member
Representative John M. McHugh, Member
BG(R) Jude W. Patin, Member
Mr. William F. Murdy, Member
Mr. James V. Kimsey, 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 "Joseph A. Dubyel", written in a cursive style with large loops.

JOSEPH A. DUBYEL
Lieutenant Colonel, U.S. Army
Executive Secretary,
USMA Board of Visitors

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**MATERIALS FURNISHED TO
THE 1999 BOARD OF VISITORS**

Report of the 1998 Board of Visitors

ORGANIZATION MEETING

Presentations/Handout Materials:

- Superintendent's Issue Updates
- Academic Program Update
- Military Program Update

Information Papers:

- Sandhurst, School of Soldiers – and Kings (an article from the London Daily Telegraph)
- Royal Military Academy, Sandhurst (RMAS) – International Cadets
- DOD Legislative Proposal Affecting the International Cadet Program

MAY MEETING

Presentations/Handout Materials:

- FY 1998 Assessment Report
- Superintendent's Issue Updates
- Academic Program Briefing
- Military Program Review
- Admissions Update, Class 2003
- Impact Aid Update

Information Papers:

- Renovation of the Arvin Cadet Physical Development Center
- Hotel Thayer Privatization
- International Cadet Admissions Program
- USMA Accreditation Self-Study
- Faculty Resructure and Command Climate

JULY VISIT

None

NOVEMBER MEETING

Read Ahead Material:

- Summarized Minutes from May 1999 Meeting
- USMA Responses to the 1998 Recommendations to the Board

Information Papers:

- Analysis of the First Class Survey
- International Cadet Program Cost Waivers
- USMA Accreditation

Presentations/Handouts:

Superintendent Issue Updates

Academic Program Updates

Military Program Updates

Bicentennial Campaign Update

Admissions Update

Office of the Director of Intercollegiate Athletics Update

United States Military Academy Preparatory School Update

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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