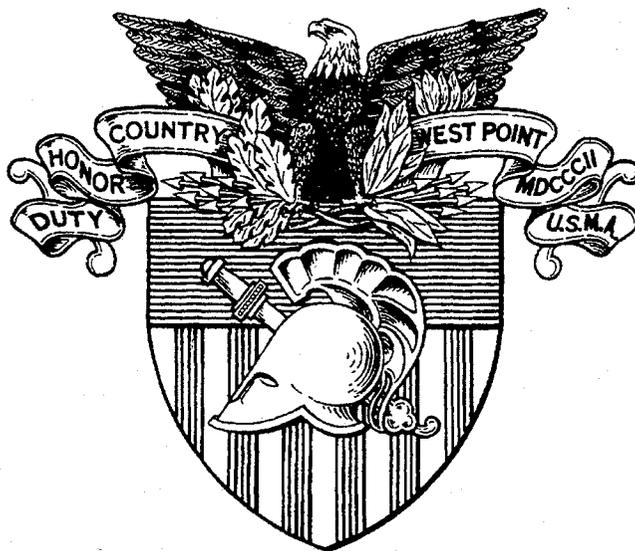


2000

ANNUAL REPORT

UNITED STATES MILITARY ACADEMY

BOARD OF VISITORS



DECEMBER 31, 2000

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

**REPORT OF THE 2000 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, 2000**

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 1999)

BG (R) Jude W. Patin, 613 Woodgate Blvd., Baton Rouge, Louisiana 70808 (Appointed in 1999 to serve through 2000)

3. EXECUTIVE SECRETARY. Lieutenant Colonel Lawrence J. Verbiest, Secretary of the General Staff, USMA served as the Executive Secretary to the Board from January 1 through June 8, 2000. Lieutenant Colonel John L. Pothin, Secretary of the General Staff, USMA served as the Executive Secretary to the Board from June 8 through December 31, 2000.

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 2000. The 2000 Board of Visitors held three meetings during the year. The organization meeting was held in Washington, D. C. on February 24, 2000. A second meeting was held at West Point on May 8, 2000. On August 16, 2000, one member of the Board participated in the Class of 2004 Marchback. The Annual meeting was held at West Point on November 17, 2000.

b. February 24, 2000, Washington, D. C. The organization meeting of the 2000 Board of Visitors was held in Room 418, Russell Senate Office Building, and was attended by three members from the Senate, one member from the House of Representatives and four Presidential Appointees. A quorum was achieved. Senator Kay Bailey Hutchison was re-elected Chair and Congresswoman Sue W. Kelly was re-elected Vice-Chair. The Executive Committee was named. Senator Jack Reed, Mr. William F. Murdy, and Mr. Robert Lyford 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 8, 2000, West Point, NY. This meeting at West Point was attended by one member from the Senate, two members from the House of Representatives, and five 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 February. Members also received an update briefing on the Class of 2004 admissions status, Highland Falls/Ft. Montgomery School District issues concerning Impact Aid, 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. August 16, 2000, West Point, NY. One member of the Board elected to participate in the Class of 2004 Marchback.

e. November 17, 2000, West Point, NY. The annual meeting of the 2000 Board of Visitors was held in accordance with the provisions of Sections 4355(d) of Title 10, United States Code, at West Point. Honorable P.T. Henry, Assistant Secretary of the Army for Manpower and Reserve Affairs, two members of the Senate, two 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 8, 2000 meeting. The Board also received briefings on the USMA Bicentennial, the International Cadet Program, the West Point Athletic Program, and the United States Military Academy Preparatory School (USMAPS) Programs. The Board met in roundtable discussions with Tactical Officers and Tactical Non-Commissioned Officers, and attended classes with cadets. Summarized minutes for this meeting are at Appendix IV.

7. CONCLUSIONS AND RECOMMENDATIONS.

a. General Conclusions.

The United States Military Academy, in its 198th 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 the young men and women it develops. The Board of Visitors considers the Academy the nation's premier leader development institution.

The Board also commends to your attention one member, BG (R) Jude Patin, whose appointment expired in 2000; two members, LTG (R) Marc A. Cisneros and Mr. William F. Murdy, whose appointments expired in 1999; 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 replacements are appointed. The Board extends its appreciation for their dedication and continued outstanding service; it also requests that action be taken to secure replacements for board members whose appointments have expired as a matter of priority.

The Board accepts without reservation the responses of the Department of the Army and the Academy to the recommendations in the 1999 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, a vital facility essential to producing commissioned officers for our Army. An adequate level of funding for this project, sufficient to ensure execution of West Point's physical program, remains an area of high interest for the board.

Recommendation: The Board requests continuous updates on the status of funding and the progress of work involved in 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 to offset the constraints on the tax base as a result of the proximity to federal property.

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:** **USMA Budget.** The Board notes the continued challenges in meeting the resource needs at the Academy with adequate appropriated fund support from the Army. The Board is very pleased with Department of the Army fiscal support for FY00 and FY01 to help “bridge the gap” to long-term funding at a competitive sustainment level. 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.

**SUMMARY OF ACTIONS TAKEN IN RESPONSE TO THE 1999
RECOMMENDATIONS OF THE BOARD
As of 17 November 2000**

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 1999 recommendations of the Board:

1. TOPIC: ARVIN CADET PHYSICAL DEVELOPMENT CENTER.

RECOMMENDATION: The Board requests continuous updates on the status of funding for the 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 construction is 96% complete. The design of Phases II and III was completed in early 2000. However, the House Appropriations Committee in July '00, based on the \$85 million authorization, capped the total project at \$77.5 million. The cap resulted in a directive to refocus the design effort to a \$77.5 million project. This required a reduction in scope and loss of needed program space, a major redesign effort at additional cost and time, and serious delay with project award and completion. Cadets are already in temporary facilities and scarce barracks space is preempted while demolition occurs. The New York District, Corps of Engineers (NYDCOE) is continuing with the redesign of Phases II and III at a Program Amount of \$65.5 million. The redesign for Phases II and III is scheduled for completion in mid 2001. As a result of the delay, a Phase IA had to be developed to continue the demolition of the existing building and prevent the project from grinding to a halt. Phase IA is expected to be awarded December 13, 2000. Based on the latest directive received from Department of the Army, the Program Amount is phased over three fiscal years (\$14 million in FY00, \$13.6 million in FY01 and \$37.9 million in FY02). The Academy is currently working with the Department of the Army on a good faith effort to construct a facility within the current \$77.5 million cap. USMA will provide the Board with continuous updates on the status of funding for the project.

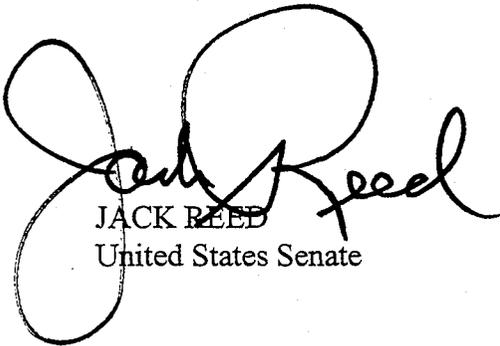
2. TOPIC: IMPACT AID TO HIGHLAND FALLS.

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/Ft. Montgomery School District.

2000 UNITED STATES MILITARY ACADEMY
BOARD OF VISITORS



KAY BAILEY HUTCHISON
United States Senate
Chairperson



JACK REED
United States Senate



SUE KELLY
United States House of Representatives
Vice-Chairperson



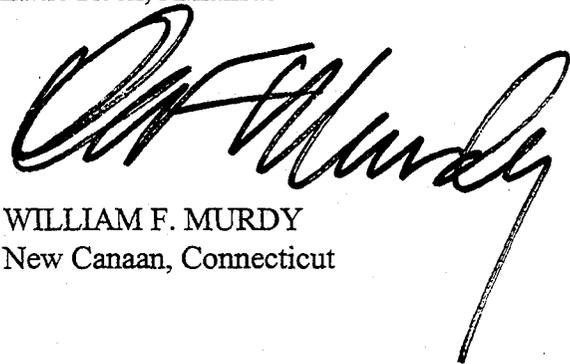
CHARLES TAYLOR
United States House of Representatives



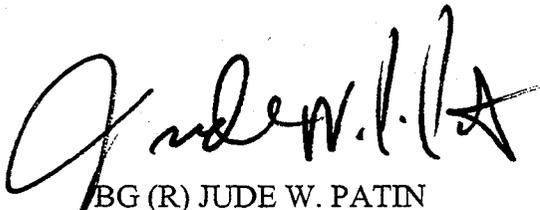
ROBERT LYFORD
Little Rock, Arkansas



CARROLL W. CONN
Beaumont, Texas



WILLIAM F. MURDY
New Canaan, Connecticut



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

USMA RESPONSE: USMA must continue to support the local efforts of the Town of Highlands as they seek the long-term solution for school district funding.

(1) Impact Aid provided by Department of Education must be reauthorized in 01 by Congress in order to sustain existing Impact Aid funding for the school district (in excess of \$1.13M for 00).

(2) Efforts must continue by the Town of Highlands/Village of Highland Falls and USMA to allow a transfer of land from USMA to the local community in order to increase the local tax base opportunities, thus increasing the available tax dollars for the school district.

Currently over 180 USMA high school students attend O'Neill High School in the Highland Falls School District.

3. TOPIC: ASSIGNMENT TO USMA AND OPMS XXI.

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.

USMA RESPONSE: Assignments to the Military Academy continue to be perceived as difficult to include in a traditional career timeline. OPMS XXI does not appear to have reduced the pressure on officers to be away from their branches for two years of graduate school, a three-year USMA tour, and an additional year at Ft Leavenworth. Under OPMS XXI, the increased perception is that the officers do not have time to complete a USMA tour and remain competitive in the Operations career fields. This is in part correct for officers who arrive to the Academy as senior captains or as majors. At least two branches have declared two-year branch qualification requirements for promotion to LTC. Most combat arms branches have made the two-year assignment a goal and are moving toward that model. To counter negative perceptions about a USMA assignment, the Military Academy continues to host annual visits by PERSCOM assignment officers to educate them on the advantages of a USMA tour for both individual officers and the Army as a whole. The USMA Leader Team is also engaged in providing briefings both during this visit and during trips to PERSCOM and DCSPER.

The establishment of a universal Intermediate Level Education (ILE) program within the officer education system may serve to reduce the strain on officers at the rank of major. Universal ILE would be available to all officers, thus eliminating the CGSC selection board, and would result in intermediate level officer education tailored to branch, career field, or functional area requirements. The Academy has requested that West Point be designated an ILE site, making it possible for members of the staff and

faculty to complete core ILE requirements while assigned to West Point, thus returning them to the field Army sooner. Academy personnel have been working with the ILE office at Fort Leavenworth to develop the concept. Recent work on ILE has been incorporated into the Army's Training and Leader Development Panel; results were due to the Army Chief of Staff in mid-October.

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. 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.

USMA RESPONSE: Significant progress has been made by the ARSTAF in moving the USMA toward a Competitive Sustainment Level (CSL) of funding. Specifically, the USMA received substantial year of execution increases for Operations and Maintenance Funding levels in fiscal years '99, '00, and '01. Since the source of funding in two of these three years was Secretary of the Army leader flex, it is clear the importance the Army leadership has attached to a CSL. Moreover, by virtue of the ARSTAF validation of the Competitive Sustainment Level requirements detailed in a special report titled "*Refocus 2000: Required Equivalent Funding of Competitive Undergraduate Sustainment*," USMA is targeted to receive substantial increases for fiscal years '02 through '07. These increases to the operating program constitute real growth between 8-12%, and are targeted at buying down a \$300 M backlog of real property repairs & maintenance, as well as improving our academic footing with other tier one post-secondary institutions.

5. TOPIC: ACADEMIC PROGRAM.

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

USMA RESPONSE: From 31 October 1999 through 3 November 1999, a team of distinguished educators representing the Commission on Higher education of the Middle States Association of Colleges and Schools visited the USMA. The team completed its report, dated 1 December 1999, which was sent to the Commission on Higher Education. At its sessions on February 23-24, 2000, the Commission on Higher Education acted to reaffirm the accreditation of the United States Military Academy and commended the Military Academy for the quality of its self-study report. The report of the evaluation team concluded that the USMA is a "healthy, vibrant institution, intensely focused on its mission, goals and objectives" and commended the Academy for building a superior program to accomplish its mission. Although the report expressed concerns in a number

of areas, these were all issues that had been raised in the USMA Self-Study report and that were being addressed by the USMA leadership. The report of the evaluation team underscored the importance of these issues and encouraged the Academy to continue its efforts to improve strategic planning and to address issues relating to funding, Library resources, and faculty in support of the mission of the USMA and its commitment to excellence.

6. TOPIC: ASSESSMENT OF CADET DEVELOPMENT WITH REGARDS TO BEDROCK VALUES.

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

USMA RESPONSE: West Point continues to be committed to improving and assessing our foundation values of Honor and Respect in the development of cadets. Based upon guidance from the Department of the Army, the Center for the Professional Military Ethic (CPME) has revamped our existing educational programs (two concurrent programs on Honor and Respect) to create a comprehensive values education program that aligns with the Army Values. These programs concentrate on four subjects over the 47-month USMA experience: the Cadet Honor Code, Respect, the Army Values, and the Professional Military Ethic. Additionally, our staff and faculty play a critical role in our values education program. Each cadet company has a Values Education Team (VET) of four to six staff and faculty members who help cadet instructors prepare for lessons, and when appropriate, teach cadets lessons on subjects such as the Professional Military Ethic. This initiative has improved the quality of cadet-led lessons, substantially increased our ability to teach complex subjects, and provides a valuable opportunity for officers to mentor cadets.

This year's Values Education program was initiated by hosting a Senior Leader Panel benefiting the Class of 2001. Six retired U.S. Army generals, who held corps and division commands during the Gulf War, gathered at West Point to talk to the first class cadets about ethical dilemmas they will encounter not only in the preparation for, but also in the conduct of combat operations. Organized by GEN(R) Fred Franks, visiting scholar for the CPME, each commander spoke to successive groups of approximately 60 cadets about their experiences in the Gulf War, the role of a second lieutenant, and about the principles of officership in the U.S. Army. This is an important part of CPME's charter to promote these same concepts within the Army.

We continue to assess Honor and Respect through bi-annual honor surveys to the Corps, conducting an annual Superintendent Honor Review Committee (SHRC) qualitative assessment, and holding focus group sensing sessions. The Center hosted the Margaret Corbin Conference focusing on gender integration issues as well as the National Conference for Ethics in America. The fall semester also included the naming of the center in honor of William E. Simon, former Secretary of the Treasury.

7. TOPIC: FACULTY STRUCTURE AND 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.

USMA RESPONSE:

Current Faculty Structure:

Civilian Faculty = 18.4% (13.3% Full Professor, 28.6% Associate Professor,
42.8% Assistant Professor, 15.3% Instructor)
(Civilian Faculty with Visiting Professors = 19.4%)

Military Faculty = 80.6 % (5.0% PUSMA, 11.2% Academy Professors,
83.7 % Rotating Faculty)

The composition of the civilian faculty generally remains the same from the previous years. However, there has been some shift in numbers due to academic promotions and departures. The numbers presented are actual on-hand faculty strength. These numbers do not include current vacancies. The faculty also includes 8 Visiting Professors from universities across the nation and 4 Endowed Chairs. We anticipate that the current on-hand/authorized structure will increase with the addition of 20 new civilian faculty positions for Academic Year 01-02. With the addition of these positions, USMA will achieve a faculty comprised of 25% civilian faculty members.

Command Climate Survey:

For the fourth consecutive year, the Dean administered a command climate survey to examine the morale and organizational climate within the Dean's activity. The instrument consists of both open and closed-ended questions that measure distinct dimensions of the organizational climate, to include morale. The instrument was modified in comparison to those employed during previous years, most notably in the addition of items intended to more carefully measure the issue of departmental integration. Demographic information provided by respondents allows for statistical analysis between the military and civilian faculty.

The command climate survey finds no statistically significant differences in morale between the military and civilian faculty (4.26 and 4.33 respectively on a 5-point Likert scale). This represents a very high level of morale among the USMA faculty. However, civilian faculty are significantly less likely than their military counterparts to believe that the academic promotion expectations are realistic or well understood. In response to this finding, the Dean has requested a review and analysis of DPOM 5.3, West Point's guideline for academic promotion.

SUMMARIZED MINUTES
BOARD OF VISITORS ORGANIZATIONAL MEETING
FEBRUARY 24, 2000
WASHINGTON, DC

1. MEETING CONVENED. The Organizational Meeting of the United States Military Academy Board of Visitors was called to order by Senator Kay Bailey Hutchison, Chairperson, at 9:45 a.m., February 24, 2000, in the Veteran Affairs Committee Room, Senate Russell Office Building, Washington, DC.

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

Honorable Kay Bailey Hutchison
Honorable Jack Reed
BG (Retired) Jude Patin
Mr. Robert Lyford
Mr. William Murdy
Mr. James Kimsey

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

Honorable Rick Santorum
Honorable John McHugh

a. Also present were: Lieutenant General Daniel Christman, Superintendent; Brigadier General Fletcher Lamkin, Dean of the Academic Board; Brigadier General Eric Olson, Commandant of Cadets; Honorable P.T. Henry, Assistant Secretary of the Army for Manpower and Reserve Affairs; Colonel Timothy Peterson, Office of Congressional Legislative Liaison; Lieutenant Colonel Michael Beans, Office of the Deputy Chief of Staff for Personnel; Lieutenant Colonel Bill Laster, Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs; Mr. Dave Davis, Legislative Assistant to Senator Hutchison; Mr. Steve Hall, Legislative Assistant to Congresswoman Sue Kelly; Ms. Anne LeMay, Legislative Assistant to Congressman John McHugh; Lieutenant Colonel Gayla Carle, Office of Congressional Legislative Liaison; Ms. Cynthia Kramer and Sergeant Martha Rivera, Administrative Assistants to the Board; Ms. Angela Franciosi and Mr. William Blauvelt, Directorate of Information Management.

b. Lieutenant Colonel Verbiest advised the Chair that a quorum was present under the Rules of the Board to elect officers, appoint the Executive Committee and select meeting dates. Lieutenant Colonel Verbiest noted supporting materials were at each member's place, and that a copy of the 1999 Annual Board of Visitors Report was included in their handouts.

3. **CHAIRMAN'S REMARKS.** Senator Kay Bailey Hutchison opened the meeting by thanking everyone for attending and for their service on the Board.

4. **ELECTION OF OFFICERS.** Senator Hutchison recommended that the Board move to complete required business while a quorum was present. She opened the nominations for Chairman for 2000.

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. Lyford nominated Congresswoman Sue Kelly. There were no other nominations. Congresswoman Kelly was elected as Vice-Chairman by unanimous vote of the members present.

5. **SELECTION OF THE EXECUTIVE COMMITTEE.** Senator Hutchison asked the members of the Board for volunteers as members of the Executive Committee. The following were appointed:

Honorable Kay Bailey Hutchison, Chairman
Honorable Sue Kelly, Vice Chairman
Honorable Jack Reed
Mr. William F. Murdy
Mr. Robert M. Lyford

6. **SELECTION OF BOARD MEETING DATES.**

a. Spring Meeting. 8 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. 17 November was selected as the date for the Annual Meeting.

7. AREAS OF INTEREST FOR CY2000 BOARD MEETINGS. The Board next moved to consider the topics for the CY2000 meetings. The list of proposed topics at Enclosure 3 was accepted with the proviso that members could request additional topics during the year. Senator Hutchison stated that she would like to see a presentation on the Report of the Accreditation Committee at the Spring Meeting. Additionally, Mr. Robert Lyford asked for a briefing on the Cadet Honor Code.

8. REMARKS BY THE REPRESENTATIVE OF THE SECRETARY OF THE ARMY. Honorable P.T. Henry, Assistant Secretary of the Army for Manpower and Reserve Affairs, stated that the Secretary of the Army would like to thank the members of the Board for all of their time and involvement in the many things that are ongoing at the Academy. He mentioned that the Secretary of the Army is enthusiastic about Lieutenant General Christman's decision to stay on as the Superintendent through June 2001. He mentioned that the Department of the Army is in the process of selecting the individual to fill the Dean's position when Brigadier General Lamkin leaves this summer. The Secretary of the Army believes that the next Dean must be a Dean that prepares officers not just for war fighting, but for being able to manage change. He believes that the next Dean must support an increased emphasis on humanities and social sciences, and ensure that we do not lose sight of those disciplines that will be relevant in the information age. Mr. Henry stated that Secretary Caldera strongly supports Lieutenant General Christman's efforts to work with those who control the Army's budget to support a Competitive Sustainment Level (CSL) of funding for West Point. The Secretary of the Army has instructed everyone that deals with the Army's budget process and POM development to ensure that they do their best to fund West Point at the CSL.

In conclusion, Mr. Henry mentioned that the Secretary of the Army and the Chief of Staff of the Army support getting the Arvin Cadet Physical Development Center (CPDC) funding decision finalized and to move on with the construction of the facility. The Secretary of the Army's position is that the cost has been trimmed down as best as it can to \$80 million, which is the bottom line.

9. SUPERINTENDENT'S REMARKS AND ISSUES UPDATE.

a. **INTRODUCTORY REMARKS.** The Chairman asked the Superintendent for his remarks to the Board on Academy issues since the Board's last meeting in November 1999. Lieutenant General Christman began his remarks by thanking the members of the Board for their attendance, for their dedication, and for all that they do for the Academy.

b. ARVIN CADET PHYSICAL DEVELOPMENT CENTER. The Superintendent stated that this is the most important concern for the Academy. Lieutenant General Christman informed the Board that there are photos of the current status of the Arvin CPDC in their packets. At present, the Academy is still facing a funding dilemma with respect to out-year appropriations for the renovation of the Arvin CPDC. The demolition, which is fully funded for this fiscal year, is currently approximately 80% complete. The demolition reduces by approximately 75% the physical development facilities available to train cadets. In the interim, cadets are required to participate in alternative activities outdoors in the snow, or do things in extraordinarily "handicapped" temporary facilities; making it very difficult to continue to execute Brigadier General Olson's Physical Development Program. The Army, on behalf of the Academy, is trying to work with the Military Construction Subcommittee to come to some understanding that would allow the funding cap on appropriated funds that was imposed last summer to be raised to a level that would allow the Academy to award a follow-on contract for the renovation.

Senator Santorum stated that he and Representative Hobson, Chairman of the Military Construction Subcommittee, have spoken on the subject of the Arvin CPDC. He added that Chairman Hobson believes that \$80-85 million is too much to spend on the facility, and that he wanted some evidence as to why it was needed. Senator Santorum stated that he would meet again with Chairman Hobson and do his best to help the Academy with this issue. Senator Hutchison stressed how important the Arvin CPDC is for recruitment of cadet candidates and for the execution of the Academy's Physical Development Program.

Lieutenant General Christman informed the Board that letters written to Chairman Hobson by the Secretary of the Army and the Chief of Staff of the Army were included in their meeting packets. The original cost of the Arvin CPDC renovation was validated by the Army Auditing Agency at \$103 million. The Academy had a design in place and congressional authorization for an \$85 million renovation prior to the funding cap of \$63 million imposed last summer. Since then, the Academy has come down to \$81 million. He added that the Academy could possibly go down another \$1 million or so from that figure. The Army has indications that Chairman Hobson and the Military Construction Subcommittee may settle for a price in that range. The Superintendent added that private funding may be available to help with the cost of glass and flooring near the main entrance. However, if the Association of Graduates, the Academy's private fundraising organization, was to ask the alumni to fund part of this project, it would validate the worst fears of the alumni, which is that for every dollar donated, Congress would cut an equal amount from the Academy's budget. It would destroy what the Academy has tried to do with respect to public fundraising, which should be for Margin of Excellence Programs only, and not for core programs that should be supported entirely with appropriated dollars. If the Academy was forced to accept a funding level below \$79 million, then it would

require an extensive redesign of the facility at a potentially greater cost. The result would be a facility that is far removed in scope from what is necessary to support the Physical Development Program and what was available in the old facility before the demolition.

c. PROGRAM OBJECTIVE MEMORANDUM (POM). The Superintendent began his briefing on the POM by stating that it is an Army-wide 6-year cycle of budgeting that begins in FY 02 and determines the fiscal future for the Academy.

Lieutenant General Christman stressed his concern for the long-term fiscal future of the Academy. He stated that he is concerned that West Point is falling behind its peers, especially in selected areas of overall infrastructure, faculty salaries, and resourcing for the library, etc. The Superintendent's concerns were validated last fall when the Academy had its decennial institutional reaccreditation visit by the Middle States Association (MSA). The MSA stated that long-term master planning for facilities appears to be nearly impossible in light of the inconsistent and unpredictable federal funding stream the Academy faces. The MSA concluded 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 accreditation team. The Superintendent added that the Academy is not only falling behind its counterpart service academies and non-military college peers, but that it is also behind the Army overall in terms of the state of the infrastructure.

Lieutenant General Christman informed the Board that over the last six months the Academy has conducted a very thorough study which compares West Point to its peers in terms of funding. The Superintendent added that the Academy has submitted into the Army's budget process a request for funding to the CSL. If funded to the CSL, this will add \$30-35 million annually to the Academy's budget over the next eight or nine years. The Academy will be able to pay for the backlog of maintenance and repair, fix the Cadet Library, and complete other necessary projects. Once complete, the Academy would drop down to a steady state solution of approximately \$16 million above the Minimum Sustainment Level (MSL) and West Point would be able to maintain excellence in every area at that level. The Superintendent believes that funding to the CSL level is essential in keeping the Academy competitive with its peers.

In addition to real property maintenance, funding to the CSL level will allow the Academy to pay its civilian faculty at a comparable rate to what the rest of academe is paying, and to improve the Cadet Library from the worst in the Patriot League and any of the service academies into a more competitive position. Due to past constraints in West Point's funding, historically, the Academy has only been able to hire faculty on a 12-10-10 basis. Essentially, we are only able to pay faculty for 12 months a year for the first year and 10 months a year for years

two and three. In order for the Academy to hire quality faculty members, it needs to be able to pay them appropriately, which will cost the Academy approximately \$1.2 million per year. In addition, the Academy needs to pay for faculty promotions to Full Professors and Associate Professors, which will cost approximately \$1.6 million per year. Lieutenant General Christman stated that the Cadet Library does not have the space in the archives section that is required to properly store and maintain historical artifacts. The Cadet Library is approximately 80,000 – 100,000 square feet short in needed space. The Academy would need approximately \$1.5 million per year to upgrade the library staff and research collections.

Senator Hutchison mentioned that all of the service academies are way below their peers with respect to libraries. She questioned if the Academy has looked into putting the Cadet Library on the list of things to ask alumni to help fund in the margin of excellence area to improve technology and collections. Brigadier General Lamkin stated that the Academy does have a plan to ultimately turn West Point into a wireless campus, which would allow a cadet to open his/her laptop and connect via antenna from anywhere on campus and communicate through the network. This type of innovation is part of the package that the Academy is developing for the future. The Cadet Library's database capabilities have kept pace pretty well, but the Academy remains limited in the amount of books and periodicals it can purchase and space availability for cadets to work. Lieutenant General Christman added that the Academy received a gift recently from a donor who is very interested in archival enhancements.

Additionally, the Superintendent stated that the Academy needs a competitive funding plus up of approximately \$3 million per year to fund admissions support, replacement of cadet barracks furniture, improvements to post security, garrison support, physical development programs, and military program support. Until fiscal year 2011 the Academy requires CSL funding of \$37 million more per year, and \$16 million per year afterwards.

10. COMMANDANT'S UPDATE. Brigadier General Olson began his briefing by stating that he does not have any requests of the Board in addition to the ones already outlined by Lieutenant General Christman. He stated that the bottom line is that of the Corps of Cadets is performing extremely well in the military and physical programs. Their continued superb performance is noteworthy given the challenges that the Superintendent described. He attributes the continued success of the Corps of Cadets to the heroic efforts by the staff and faculty assigned to the Academy.

The Commandant stated that he continues to be impressed by the cadet chain of command and that they truly run the daily operations of the Corps of Cadets. Currently, the focus is on values, accountability and responsibility, standards in all programs, and maintaining a proper command environment. He

informed the Board that the Corps of Cadets just completed Military Intersession, which was a huge success. The Commandant briefly informed the Board of the different activities that the Corps participated in during the Military Intersession. One of these areas was a new course on officership, which was very well received by the Class of 2002 and by the USMA staff and faculty who taught it.

The Commandant informed the Board that Cadet Summer Training 2000 will follow the same model as last year; and he made an open invitation to the Board members to come and visit summer training. He stated that he personally feels that the direction that is set for Cadet Summer Training is very good. He added that the Academy is using the Basic Training model that the Army has founded, and has adopted it where it makes sense at West Point. For example, Cadet Basic Training uses the Army initial entry-training model, which has been very successful over the last couple of years. Cadet Field Training, conducted primarily at Camp Buckner, uses what amounts to the Army's Advanced Individual Training (AIT) model. The Academy has also revised the Military Individual Advanced Development (MIAD) program. This program affords cadets the opportunity to go to a number of military skill schools such as Airborne School and Air Assault School. For MIADs, the Academy is working to improve the cadet graduation rate which is currently well above the Army average. The Commandant stated that he wants the Corps of Cadets to do better with the graduation rate in these military schools. Therefore, the Academy has undertaken a more thorough screening and preparation process to address the gap between the current 85% successful completion rate, and a 100% completion rate.

Brigadier General Olson stated that the Academy receives tremendous support from the Army in the field on the Academy's Cadet Troop Leader Training (CTLT) and Drill Cadet Leader Training (DCLT) programs. These programs allow cadets to serve in the field with active units. Cadets assume the role as Second Lieutenants and train with those units in both operational and basic training units.

Brigadier General Olson briefly addressed the Board about the quality of the Physical Development Program because of the impact of the Arvin CPDC renovation. He stated that it has taken heroic efforts by the Department of Physical Education (DPE) to execute a first-class Physical Development Program given the facility limitations due to the renovation. The Commandant added that the Academy is doing an assessment of the club squad competitive sports program (volleyball, crew, etc.) to make sure that the Academy is focusing on doing the sports that are most important to the institution, and doing them as well as possible. This assessment is being done hand-in-hand with the Office of the Directorate of Intercollegiate Athletics (ODIA), which has undertaken a similar review of its corps squad intercollegiate programs. The Academy is moving to increase competitiveness and achieve greater success in payout from our competitive sports programs.

The Commandant also briefly spoke about the Center for the Professional Military Ethic (CPME). He stated that General (Retired) Fred Franks is the visiting Chair in CPME, and that he has helped the Academy in both current operations and in developing a vision for the future with respect to moral-ethical training for cadets. The Superintendent drafted a White Paper on the Honor System at West Point for all alumni to review. This White Paper is posted on the USMA Web Site. It gives a very comprehensive view of the history of the Honor Code and the Honor System at West Point. The Academy has received many favorable reviews from alumni on the White Paper. He added that there is nothing significant to report in honor cases and that the Academy is at the historical norm for the number of honor cases being conducted by this time of the year.

11. DEAN'S UPDATE. Brigadier General Lamkin started his briefing by talking about the strategic review underway of the Academy's Academic Program. He stated that the Academy would not react on a whim to make adjustments to the program, but rather it would carefully measure advantages and disadvantages of any proposed changes while keeping sight of the primary goal of providing a high-quality education that prepares graduates for the challenges that they will face as officers.

Within the Academic Program, the Academy has been very serious about this assessment and continues to look at the evolving Army, and where it is going in the future, and how the Academic Program at West Point should fit into the needs of the Army. The Dean mentioned the goals that the Academy has established for the Academic Program. These goals have been fine-tuned, and the Dean has produced a document entitled, Educating Army Leaders for the 21st Century, which has been discussed with the Board at past meetings. This document articulates the strategic vision for the program, what the graduates should be able to do within the context of each of the goals, and how we plan to meet these goals. Brigadier General Lamkin briefly described the current Academic Program. He added that it takes forty to forty-three courses to graduate. Among those courses there are 31 core courses (16 in the humanities and 15 in the math, science, and engineering fields) plus nine to twelve elective courses which are chosen by the cadets as a major or field of study. The Dean stated that a lot of changes have been made in the Academic Program over the years, and that the Academy intends to adjust the Academic Program as necessary to keep it relevant.

The Academy has surveyed cadets, graduates, and commanders in recent years. The Dean stated that there are many positive results from these surveys. The Academy is finding a very high satisfaction rate with the Academic Program among graduates, cadets, and commanders who have West Point graduates in their units. He emphasized that although the results are positive, the Academy

must ask itself how it can get better. As part of the strategic assessment the Academy is undergoing, it is also conducting interviews with military and civilian leaders in the Department of Defense, as well as with noted scholars and leaders in our society. The Academy has asked these individuals how it can best prepare graduates to meet the challenges they will face over the next 30 years. Preliminary findings show that the overwhelming consensus is that the kind of responsibilities our officers have now will be the same in the future. Our officers must be "full spectrum professionals" who are capable of adapting to change. The Academy has also been encouraged to retain a common academic core which is evenly balanced between the sciences and the humanities.

Next, the Dean briefed the Board on the possibility of awarding a Bachelor of Arts degree from West Point. The Academy has looked at a number of alternative curriculum structures that could produce a Bachelor of Arts degree. The relevant variables between the Bachelor of Sciences degree, which all Academy graduates currently receive, and the Bachelor of Arts degree appear to be the amount of structure and the amount of math and science requirements. Within the current Academy curriculum, West Point could give a Bachelor of Arts degree to 45% of the cadets, due to their selection of humanities/public affairs majors. However, because of the heavy requirements in the math, sciences and engineering fields in the core program, they are eligible for and receive a Bachelor of Science degree. Currently, there are statutory constraints that require all service academies to award only Bachelor of Science degrees. If the Academy decided to offer a Bachelor of Arts degree it would have to receive legislative authority. The Dean added that the Academy is looking into the possibility of offering a Bachelor of Arts degree, but that it is only a preliminary study at this point. Senator Santorum questioned why the Academy thought that offering a Bachelor of Arts degree option to cadets might be necessary. Brigadier General Lamkin explained that it may attract students that would never come to West Point because of the hard science requirements of a Bachelor of Science degree, and that they might be individuals who would make great officers. He added that if cadets had more choices with their curriculum, they would probably be better students and more satisfied students because they will be able to take courses that they want to take, not ones that they are forced to take. However, the Bachelor of Arts possibility needs to be carefully balanced with the education skills the Army requires of its new officers.

Mr. P.T. Henry reiterated the fact that at this time, approximately 45% of cadets qualify for a Bachelor of Arts degree if it was offered. The same cadets that will graduate this year would have qualified for either a Bachelor of Arts or Bachelor of Sciences degree. He stated that he believes the challenge that the Superintendent and the Dean are having is to decide whether the Academy is doing everything it can to provide the education that will equip Academy graduates to better handle the challenges of the 21st Century across the full spectrum of what the Army is going to ask them to do. He added that the

importance of this study lies in finding the right balance. He believes that it is important that no matter what type of degree, the important thing is that graduates come out being fully capable of engaging across the full spectrum of challenges they can expect as Army officers.

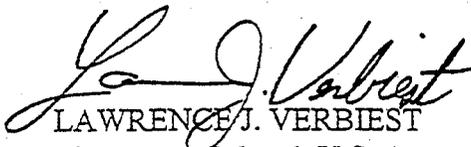
Senator Santorum asked that the Board be provided the results of any studies that the Academy does with respect to the possibility of pursuing an initiative to award a Bachelor of Arts degree. Senator Hutchison agreed with Senator Santorum's request and added that the Academy needed to be careful of how much it might change the Academic Program in order for it to not lose its uniqueness. She added that she would be supportive of more requirements in the foreign languages.

The Dean also briefly explained the three notional Bachelor of Arts alternatives that the Academy is looking at. The first alternative being the current academic structure; the second alternative being an evolving structure which would offer a Bachelor of Arts Degree as part of an ongoing evolution of the current program; and finally, a third alternative which would offer some core courses tailored to a degree or major. The Dean commented that these alternative structures would all strive to maintain an appropriate balance in the professional core and still require everyone to take some math, science and engineering courses.

12. ADJOURNMENT. Senator Hutchison thanked everyone for their attendance. With no further business to discuss, the organizational meeting of the Board of Visitors was adjourned.



KAY BAILEY HUTCHISON
Chairperson
United States Military Academy
Board of Visitors



LAWRENCE J. VERBIEST
Lieutenant Colonel, U.S. Army
Executive Secretary,
USMA Board of Visitors

AGENDA
ORGANIZATION MEETING
UNITED STATES MILITARY ACADEMY BOARD OF VISITORS
24 February 2000, 0930-1245
Room 418, Russell Senate Office Building, Washington, D.C.

0930-0935	Call to Order	Senator Hutchison
0935-0940	Administrative Remarks	LTC Verbiest
0940-0945	Opening Comments and Introduction of Agenda	Senator Hutchison
0945-1000	Election of Officers	Senator Hutchison and Board Members
1000-1010	Appointment of the Executive Committee	Senator Hutchison
1010-1015	Remarks by the representative of the Secretary of the Army	Honorable P.T. Henry
1015-1100	Remarks and Updates by the Superintendent, the Commandant, and the Dean	LTG Christman/ BG Olson/BG Lamkin
1100-1115	Break	
1115-1200	Complete Update by the Superintendent, the Commandant, and the Dean	LTG Christman/ BG Olson/BG Lamkin
1200-1210	Discussion and Selection of Dates and Format for the year 2000 meetings	Board Members
1210-1230	Selection of Areas of Interest for Upcoming Meetings	Board Members
1230-1245	Remaining Business/Adjournment	Board Members

**PROPOSED MEETING DATES AT WEST POINT
BOARD OF VISITORS CY 2000**

SPRING MEETING

8 May (Monday)

Academic Period

VISIT SUMMER TRAINING (On Individual Basis)

No specific date was selected.

ANNUAL MEETING

17 November (Friday)

Academic Period

Home Football Game 18 Nov (Army vs. UAB)

**SUGGESTED TOPICS/AREAS OF INTEREST
FOR MEETING AGENDAS OF
THE 2000 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 2004 Admissions Update
 - Athletic Update (ODIA)

VISIT SUMMER TRAINING

(Individual basis - no formal meeting)

FALL MEETING

- Annual Report preparation
- Attend classes with cadets
- Roundtable discussion with TAC Officers & TAC NCO's
- Program Updates
 - Academic Program
 - Military Program
 - USMAPS

ISSUE UPDATES

- Accreditation status
- Arvin Cadet Physical Development Center Revitalization



United States Military Academy

USMA Leader Team Update to the Board of Visitors

24 February 2000



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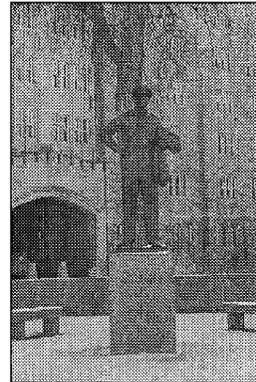
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United States Military Academy

Agenda

- **Superintendent --**
 - Arvin CPDC status
 - FY '00 Needs; Legislative Issues
 - USMA POM / “Refocus” Strategy
 - Update Strategic Assessment Process
- **Dean --**
 - Update: Academic Program Review
- **Commandant --**
 - Values Education -- Honor White Paper
 - Intersession -- “officership”
 - Upcoming Training
- **Superintendent --**
 - What we need from the BOV!



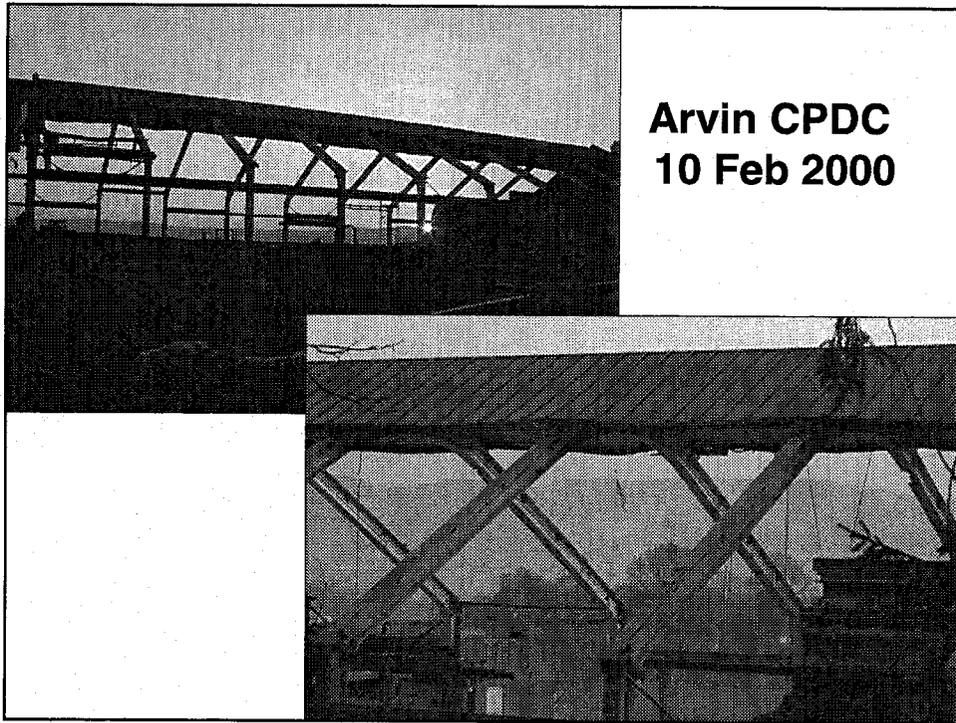
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	<i>United States Military Academy</i>	
<h2>Arvin CPDC Bottom Line:</h2>		
<ul style="list-style-type: none"> • Phase II/III design 95% complete as of 14 Feb '00. • Have spent \$8M of \$9M in design costs: <ul style="list-style-type: none"> – Changing scope now will require an additional \$3M in design costs and will add 24 months to project completion • Need to begin solicitation of Phase II/III award contract by 28 Feb '00. ✓ Must have decision from Chairman Hobson soon to award follow on contract. ✓ Key issue is the <u>Cap.</u> 		
<small>Prepared by: USMA, OPA 02/12/2001 2:22 PM</small>		<i>Duty, Honor, Country</i>



**Arvin CPDC
10 Feb 2000**



United States Military Academy

Cadets Coping with Significant Problems in Temporary Facilities:

- **Classes evacuated because of noxious fumes; numerous unannounced losses of power and heat, water leaks, excessive noise, continuous dust problems and communications lines being cut.**
- **Some cadets have joined a local fitness facility because of overcrowding of Arvin; spending personal money and time to travel over the mountain to maintain desired level of fitness.**
- **Wrestling in Cullum Memorial Hall lacks shower facilities; skin rashes developing.**
- **The Arvin temporary "Annex" marginally supports martial arts program -- out of cadet central area and lacks a shower facility.**
- **Dec '99: a bricked-in doorway fell onto the running track in Hayes Gym.**
- **Jan '00: 8 inch water main broke, several inches of water in plebe locker rooms.**

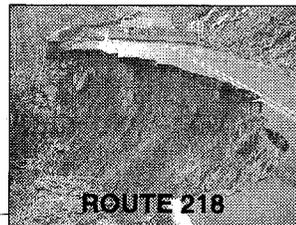
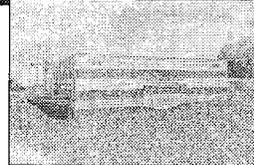
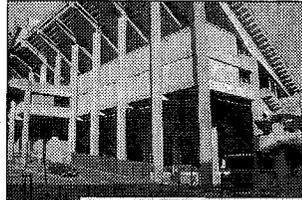
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FY '00 Budget

- Michie Stadium seismic: Need \$5M in OMA to “marry” with private donations for press box totaling >\$7M! (will need additional ≤\$5M for seismic in FY '01)
- Working additional expenses -- unforeseen last summer -- with HQDA staff.
- Hurricane Floyd: \$2M ??



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Legislative Issues

- Update - authority for Superintendent to solicit gifts
 - Issue: request change to legislation that will grant very limited authority for the Superintendent, USMA to solicit gifts from private donors for the benefit of the Academy; will not allow Superintendent to approach command for gifts.
 - Status: proposal submitted to DA; proposal currently being staffed by the Office of the Judge Advocates Corps (OTJAG) and the Office of the General Counsel (OGC).

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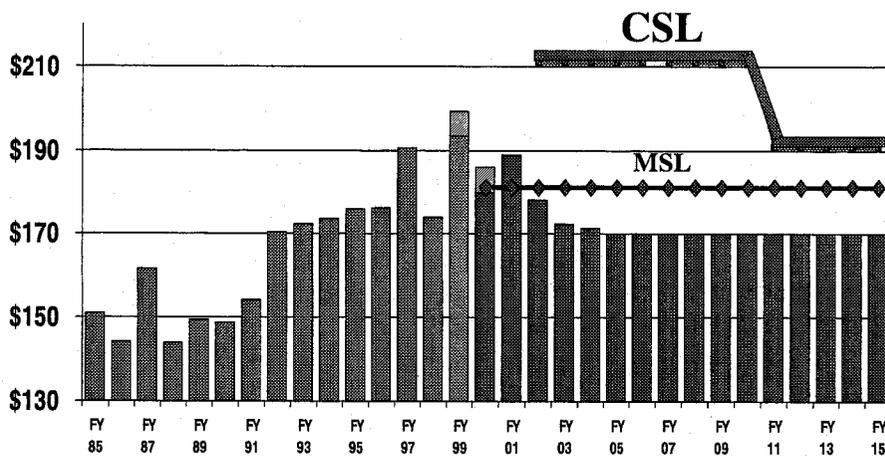
USMA POM: Want to get funding for USMA right -- and Keep it There!

- **“Refocus” Study (in house) --** USMA falling behind peer competitors, especially library, faculty salaries, and overall infrastructure.
- **Middle States Reaccreditation review, Nov ‘99 (external):**
 - “...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 assessment:** USMA not only behind counterpart service academies and non-military college “peers,” we are also behind the Army in condition of physical plant. Must correct now!

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Bottom Line Up Front: USMA Requires a Competitive Sustainment Level (CSL) of Funding



OMA --(Actual '85-'00 / '01-'07 Army Fiscal Guidance)

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United States Military Academy

Competitive Sustainment Level (CSL)

Three Components:

CSL

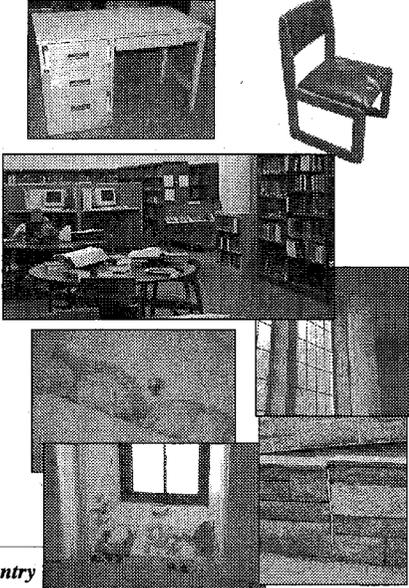
\$31- 34M

MSL

Other Programs

Academic

RPM



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United States Military Academy

Real Property Maintenance: Sustainment and Modernization

- **The Problem:**
 - USMA has been trying unsuccessfully to sustain and buy out backlog with ~\$41M / yr.
 - It costs \$33M / yr (Army's AIM HI model) to sustain facilities.
 - Typically, \$18M / yr has gone towards sustainment, leaving \$23M to contend with emergency backlog. This is a death spiral which results in the original backlog growing annually.
 - Can not buy out backlog AND sustain with \$41M / yr.



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From Army's ISR...

**Condition Ratings by MACOM - Select Categories - 1999 ISR
(Infrastructure) - Quality - addressing current conditions**

MACOM	Trng Rngs & Areas	Maint Fac	Prod Fac	Trng Inst Fac	Whse	Admin Fac	Info Mgnt	Road & Trail	Air-field Pav	ENL UPH	Other UPH	Dining Fac	Heat - AC	Sewer
Army Wide	2	3	2	3	2	3	3	3	3	3	3	3	3	3
FORSCOM	2	3	2	3	3	3	2	3	3	3	2	3	3	3
TRADOC	3	3	N/A	3	3	3	2	3	3	3	3	3	3	3
USAREUR	3	3	1	3	3	3	3	3	3	3	3	3	3	3
USMA	3	3	3	3	3	3	3	3	3	3	3	3	3	2

Cadet Academic facilities

Campus technology

Cadet barracks

Cadet Mess Hall

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Real Property Maintenance: Sustainment and Modernization

- **The Requirement -- USMA needs dedicated sustainment and backlog funding:**
 - USMA needs OMA sustainment at AIM - HI level of \$33M / yr.
 - USMA needs modernization buy out of \$200+M backlog.

Must receive \$20+M / yr additional funding -- until FY '11 -- to simultaneously sustain and modernize facilities.

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Peer Competitors

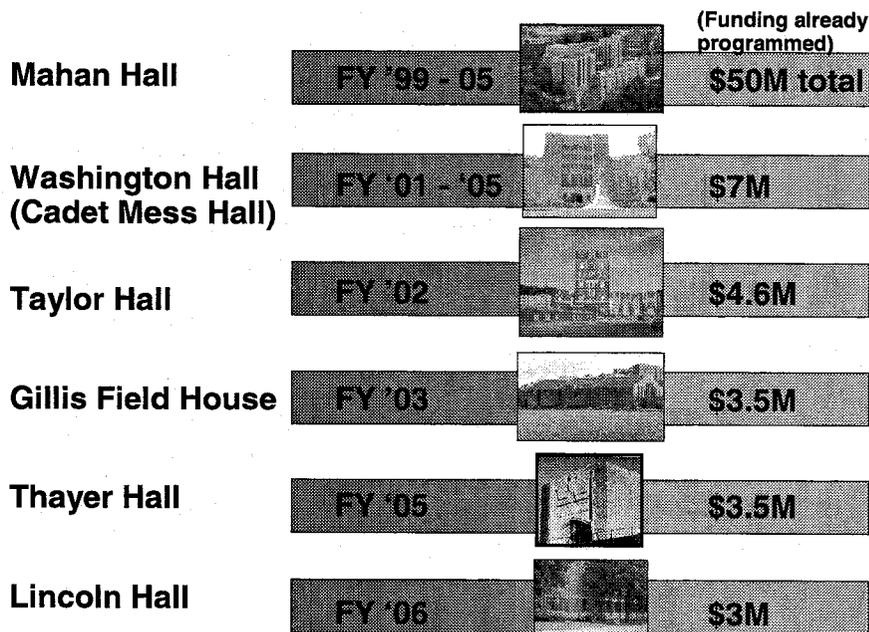
Don't Tolerate Maintenance Backlogs:

- Boston College -- 3 year plan.
- Wake Forest and Bucknell -- 5 year plan.
- Notre Dame -- 10 year plan.

USAF Academy: 6 year buy out plan

"The main issue has been whether the (Air Force) Academy deserves to be treated differently than the average installation. The Air Force leadership decided it does."
 Memo for Supt, USMA, from the Deputy Civil Engineer, USAF, 1996

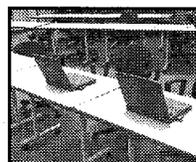
The Plan from "Red" to "Green"





Academic:

- **Civilian faculty - lack comparable pay**
- **Library - staff support and collections maintenance among worst of any peer competitor**
- **Faculty strength- lowest among all service academies**
- **Information Technology - beginning to fall behind**



Bottom Line: USMA needs competitive funding plus up of ~ \$7M / year



Comparable Pay for Civilian Faculty

- **Average USMA faculty member is underpaid against the National Oklahoma State database (used by USAFA) by \$2,500.**
- **Need to Pay on 12 - 12 - 12 Plan (hiring faculty for all 12 months of the year for each year in a 3 year contract).**

– Current Comparison

<u>USMA</u>	<u>USAFA</u>	<u>USNA</u>
12-10-10	12-12-12	10-10-10*

* all civilian faculty hired by nearby naval facilities for summer research

– Cost: \$1.2M / yr.

- **Need to pay for a maturing faculty (increasing numbers of full Professors and Associate Professors).**

– Cost: \$1.6M / yr.



Library Comparisons

	Volumes (mil)	Annual Acq (\$mil)	# Serials	% UNDERGRAD
Boston College	2.1	5.3	19594	65%
Tulane*	1.7	2.9	14986	61%
Bucknell	1.0	1.3	2309	95%
USNA	.7	1.7	1780	100%
USAFA	.7	1.1	1660	100%
USMA	.5	.6	1300	100%

* Tulane is ranked 99th in the nation in college library holdings.

• Cost to upgrade library staff and collections: \$1.5M / yr.

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Faculty Strength

- Need twenty additional civilian faculty
 - Current Comparisons

	USMA	USAFA	USNA
MILITARY	415	406	208
CIVILIAN	93	125	326 *
TOTAL	508	531	534



– Cost: \$2M / yr.

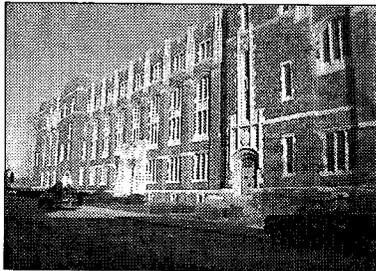
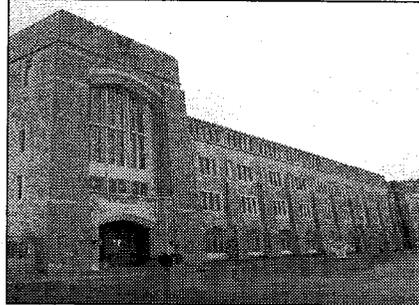
* USNA also utilizes 45 Professor Emeriti (not included in numbers above)

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Plans for Future MCA Projects

**Library and Learning Center
FY '06**



**Multipurpose Academic Building
FY' 04**

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Other Program Issues:

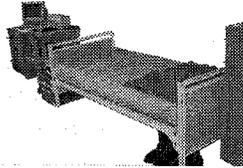
- Admissions \$300K
- Replacement of cadet barracks furniture \$300K
- Post Security \$200K
- Garrison Support (Mess, Youth Services, Post Library, transportation, etc) \$600K
- Physical Development Programs \$700K
- Military Program support \$800K

Bottom Line: USMA needs competitive funding plus up of ~ \$3M / year

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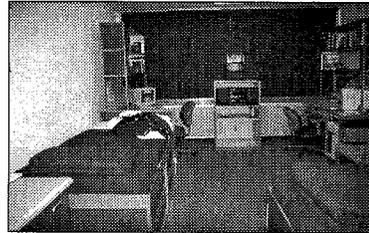
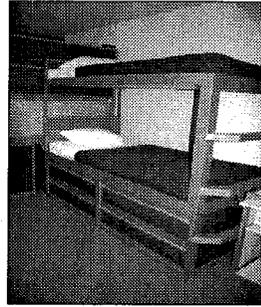
Cadet Barracks Furniture:



USMA:



USAFA:

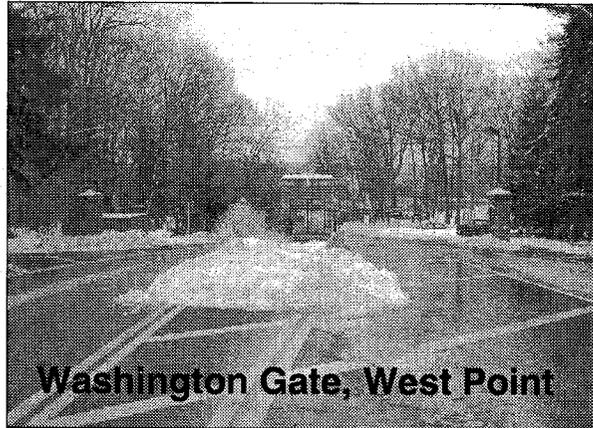


- USMA needs to replace barracks furniture that has been kept years past their wear out dates. **Cost: \$300K / yr.**

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Security Concerns:



Washington Gate, West Point

- USMA security needs include improved gates, more fencing and vehicle barriers, and improved lighting in key areas.
- **Cost: \$200K / yr.**

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USMA: Getting Funding to the Right Level

A Competitive Sustainment Level
requires ~\$37 Million more per year
until FY '11...

...\$16M per year
thereafter.



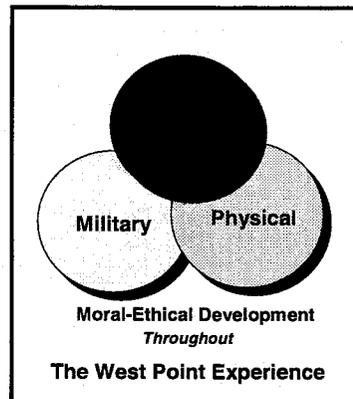
An Investment in the Army's Future



United States Military Academy

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. Program adjustments as necessary
 - BS? BA?
 - Military "Intersession?"
 - Others?



Duty, Honor, Country

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External Assessment: "Professional Consultants"

<u>Active</u>	<u>Retired</u>		<u>Civilian</u>
GEN Shinseki	GEN Joulwan*	LTG Stroup ✓	Hon Shalala
GEN Keane *	GEN Galvin ✓	LTG Ulmer *	Hon Hamre
GEN Schwartz	GEN Franks ✓	LTG Odom	Hon Caldera *
GEN Meigs *	GEN Sullivan ✓	MG Hamilton	Hon P.T. Henry ✓
GEN Clark	GEN Powell ✓	MG Grinalds	Dr. Perry
GEN Coburn	GEN Shalikhvili	BG Golden ✓	Hon Slocombe ✓
LTG Kern	GEN McCaffrey ✓		Mr. Kimsey ✓
LTG Chilcoat ✓	GEN Hartzog ✓		Dr. Shulman
LTG Ohle ✓	GEN Vuono ✓		Prof Useem
LTG Kennedy *			Dr. Schein *
MG Scales ✓			Dr. Nye ✓
BG Heilman ✓			Dr. Galston
			Dr. Shultz *

✓ completed
 * scheduled
 as of 18 Feb '00

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USMA Support of "Army Vision"

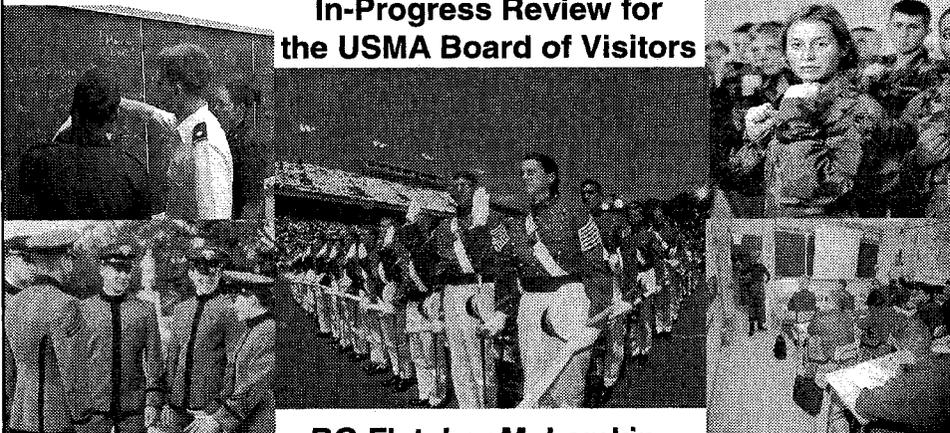
- USMA vision will complement SA's/CSA's; to be published this spring.
- Will complete assessments at the same time -- initial emphasis on Academic Program:
 - last major change in '89; but constantly evolving.
 - could award "BA" now based upon '89 revisions of core curriculum.
 - USMA exploring even more extensive move to humanities / social sciences in core curriculum; BG Lamkin to brief details.
- Goal is to ensure all graduates possess intellectual agility consistent with demands of 21st Century operations.

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Strategic Review of the Academic Program:

In-Progress Review for the USMA Board of Visitors



BG Fletcher M. Lamkin
Dean of the Academic Board



Goals to Meet Army Needs

Graduates anticipate and respond effectively to the uncertainties of a changing technological, social, political, and economic world.

As Army Officers, they:

- demonstrate:*** Creativity & Intellectual Curiosity
 Moral Awareness
 Commitment to Continued Development
 Clear Thinking & Effective Communication

- understand:*** Culture
 History
 Patterns of Human Behavior
 Math, Science, and Technology
 Engineering Thought Process



Current Academic Program 40-43 = 16 HPA + 15 MSE + 9-12 Electives

- **Fourth Class**
American or World History 2
English Comp/Literature
Basic Science 2
Math 2
Computer Science/Psychology
- **Second Class**
Int Rel/Leadership
Advanced Composition
Engineering Science 3
Electives 4-6
- **Third Class**
Poli Sci/Econ
Foreign Language 2
Math 2
Basic Science 2
Physical Geol/Philosophy
- **First Class**
Constitutional Law
Military History 2
Engineering Design 2
Electives 5-6

Professional Core

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What Graduates Can Do

Academic Program Goal Performance	4th class ('00-'02)	1st class ('97-'99)	Graduates ('96)	Commanders ('96)
Communication	4.16	4.37	4.48	4.35
Continued Education	4.27	4.44	4.55	4.56
Creativity	4.08	4.18	4.57	4.36
Cultural Perspective	4.23	4.29	4.50	4.42
Engineering Thought Process	3.93	4.31	4.23	4.35
Historical Perspective	4.12	4.20	4.28	4.23
Math-Science-Technology	3.86	3.99	4.43	4.48
Moral Awareness	4.30	4.37	4.75	4.60
Understanding Human Behavior	4.01	4.10	4.48	4.23
Number of Cases	2,276	857	442	277

1=not at all confident; 2=not very confident; 3=somewhat confident; 4=confident 5=very confident

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What Graduates Say:

- “Outstanding across the board.”
- “Outstanding, well-rounded education.”
- “Pushed me to greater heights academically.”
- “I was thoroughly prepared.”
- “Provided me skills to remain creative and flexible.”
- “As good or better than any Ivy League school.”
- “The best undergraduate education in the world.”

Survey of Graduates--USMA Class of 1996

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Strategic Review

- Strategic Assessment:
 - ✓ Officership Concept
 - ✓ Concept for Officer Development
 - ✓ Graduate Goals
 - External Interviews (17 of 40 completed): **Future requirements? How should USMA prepare graduates?**
Henry, Nye, Slocombe, Kimsey, Powell, Galvin, Vouno, Sullivan, Franks, McCaffrey, Hartzog, Stroup, Chilcoat, Ohle, Scales, Heilman, Golden
- Program Reviews: Academic, Military, Physical

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External Interviews: Preliminary Findings

- Officership will be fundamentally the same as it is today.
- “Full spectrum professional”--adaptable to change.
- Retain common core, broadly balanced between sciences and humanities/social sciences.
- “We trust the Academy to get it right.”



Academic Program Review: Type of Degree -- **BS** and **BA**?

- MSA Standards:
 - BA: 75% coverage in the Arts and Sciences
 - BS: 50% coverage in the Arts and Sciences
- Benchmarking:
 - Relevant variables appear to be: amount of structure, math & science requirements, disciplinary application/career orientation
 - **BA**--less structure, more choice, less focus on career in the discipline
 - **BS**--greater structure, less choice, more focus on career in the discipline
- With current curriculum, USMA could award both.



Consideration of BA Degree

- We could offer BA within current curriculum, assuming legislative authority.
- BUT, curriculum is *always evolving* based on assessments and changing needs.
- SO, we could take advantage of strategic review and on-going assessments to:
 - make evolutionary improvements to the curriculum to award a BA in appropriate fields, or
 - consider alternative curricular structures to award a BA in appropriate fields.



BA Degree: Assumptions

- Meets the Army's needs----->Achieves Goals
- Alternative curricula may achieve goals
- 4 years to graduation
- No increase in total load (# of courses for graduation \leq 43)
- MSA accredited degree for all graduates
- ABET accredited engineering programs
- A "Common Experience"(Professional Core)
- Faculty composition and size not increased
- Current HPA emphasis in the core remains for all



Notional BA Alternatives

- **Current:** Offer BA within current structure for some non-MSE Majors.
- **Evolving:** Offer BA as part of on-going evolution of current program.
For example: 5-course sequence of "Engineering for Commanders" in Professional Core for BA.
- **Alternative Structure:** Some core courses *tailored to degree/major*.
For example: BA takes tailored math & science courses, 2 additional foreign language courses, and 2-course sequence in applied science & technology.



Comparison of Alternatives

CA Army's Needs Choice Load Coherence Accreditation Cost

Current

Evolving

Work in Progress

Alternative Structure



Commandant's Presentation to USMA Board of Visitors

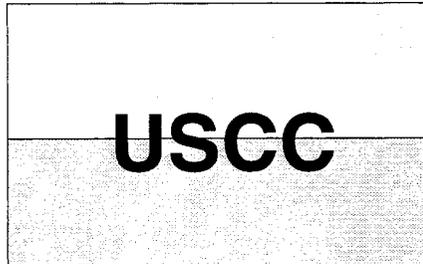


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State of the Corps

- Great First Term & Detail Transition
- Cadet Chain of Command - Effective, Responsive
- Spirit and Pride - Consistently high
- On track for Second Term & an exciting summer training period!



Focus for 2nd Term AY 99-00

- Values
- Accountability/ Responsibility
- Standards in all Programs
- Command Environment

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Military Intersession

- **Successful USMA and Army Team Effort**
 - Great support from USMA S & F and 98th Div (IT)
- **Revised MS 202 course (Perspectives on Officership) - well received by 2002 and USMA S & F**
- **Future of Military Intersession to be reviewed by SAWG**



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Cadet Summer Training '00

Cadet Basic Training

Cadet Field Training

- **Same model as last year:**
- **Inspirational and demanding experiences**
- **Great leadership opportunities & schools**
- **Revised MIAD Screening process to support better preparation**
- **Good support from the field for CTLT/DCLT**

Cadet Troop
Leader Training

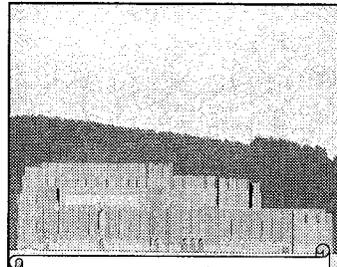
Military Individual
Advance Development

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Physical Program Update

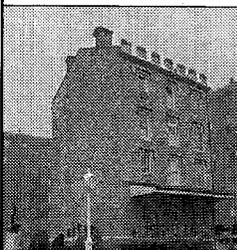
- Quality of instruction venue impacted by Arvin CPDC renovation - Working hard to maintain standards!
- Space/facilities limitations required some realignment of:
 - practice/workout times for some Corps Squad & club Teams
 - intramurals
- Comprehensive assessment of Competitive Sports on-going
- Successfully integrated new course curriculum into Military Intersession



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



Center for the Professional Military Ethic Update



Center for Professional Military Ethic

- CPME visiting scholar on board
 - Gen Franks presented lecture to 2003 during MI
 - Assisted in refinement of CPME mission/functions
- White Paper on Honor System completed
- Actively involved in SAWG
- Number of honor cases at historical norm



United States Military Academy

Initiatives on Officership

Principles provide lens to "see & reflect" on our goals/objectives and program designs

Refined approach to program integration & review

Military Program (Greenbook)

Initiatives:

- Values Education Teams
- CPME Functions
- Revised MS 202
- Mentorship programs
- DCLT Adjustments

Principles of Officership

- Duty
- Honor
- Loyalty
- Service
- Competence
- Teamwork
- Subordination
- Leadership always by example!

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United States Military Academy

Overall...

- Confident that our initiatives are focused on current and future Army needs
- Must continue to partner with rest of the Army to build on our efforts in developing 21st Century Leaders!
- Continue to produce great young men and women dedicated to Duty, Honor, Country

Duty, Honor, Country

Prepared by: USMA, OPA



What We Need from the BOV: A Review and Summary

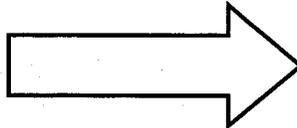
- Continued support for Arvin CPDC appropriations
- Support for USMA "Refocus" resource strategy-- Competitive Sustainment Level
- Support for future MCA at USMA (Library / Academic building)



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Back ups:



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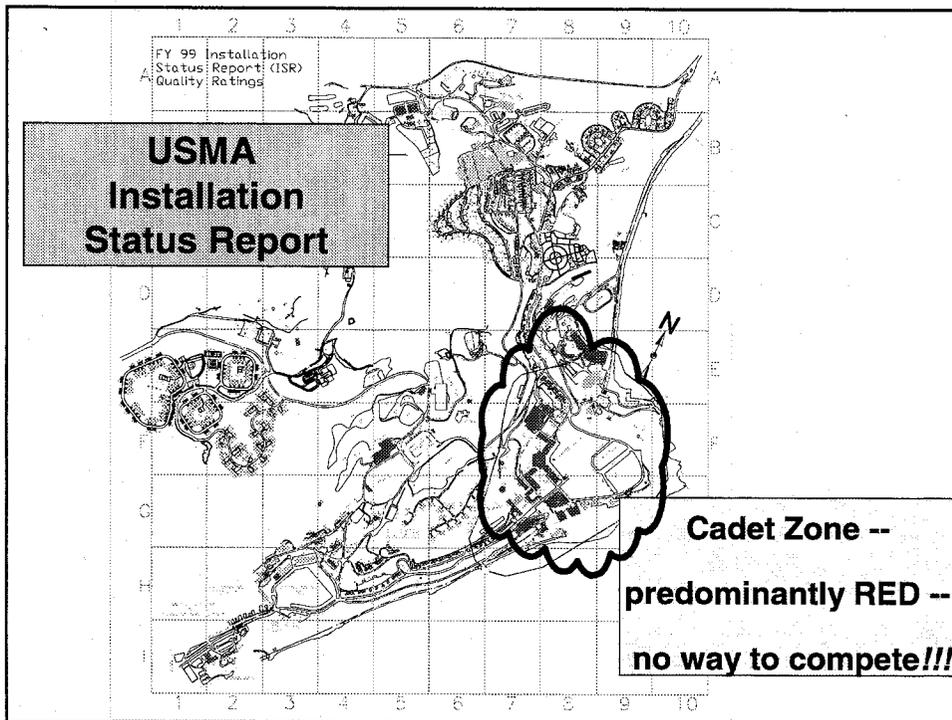


Detailed USMA Requirement, Funded Program to CSL

	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
Funded to MSL:	\$3.3M	\$4.3M	\$4.7M	\$5.0M	\$7.8M	\$10.6M
+ MSL to CSL:	\$30.7M	\$33.9M	\$30.9M	\$31.6M	\$30.4M	\$33.2M
Totals:	\$34M	\$38.2M	\$35.6M	\$36.6M	\$38.2M	\$43.8M

- "Funded to MSL" figures reflect funding of MTSA shortfalls, which DA pushed to MACOMs in FY '98. Does not include restoration of savings from CA initiatives.

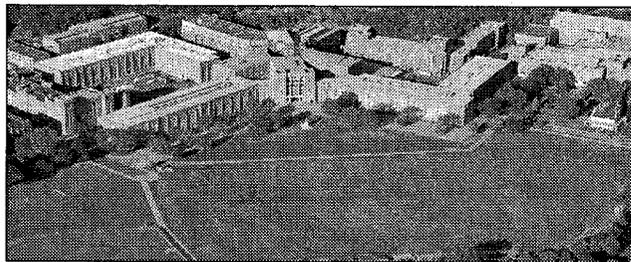
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Real Property Maintenance: Sustainment and Modernization

- **Let USMA test the Army's Facility Strategy**
 - RPM sustainment (per AIM HI model)
 - + AND RPM modernization
 - = successful Facility RPM Strategy

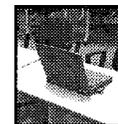


Requires
Additional
\$20+M / yr
until FY '11



Information Technology

- USMA must invest now to avoid falling behind advances in information technology. These include:
 - More responsive and robust infrastructure network (renovations of admin and academic buildings)
 - Enlarged network for connecting to Internet to support students, faculty and research
 - Move to wireless and portable computing
 - **Cost: \$1.4M / yr.**

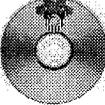


United States Military Academy



Admissions: "The Corps Starts Here"

- **Cost: \$300K / yr.**
- **Outsource marketing multimedia expertise- (creative design of videos, CD-ROMs, etc.)**
- **Expand candidate talent searches**
- **Increase Educator visits**
- **Upgrade marketing research effort**
- **Increase need-based economic support**
- **Expand Boys/Girls State support**
- **Upgrade candidate file technology systems**
- **Expand Congressional Black Caucus internship program**











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United States Military Academy



Comments From Exchange Cadets:

- **USNA Exchange Midshipman who was TDY to USMA:** "The physical development of cadets in general was taken much more seriously than at USNA... Unfortunately, the facilities did not accommodate such. The weight room, due to renovations, was over-crowded and limited. However, not many compensations were made to the rest of the corps for a work-out facility. The pool usage was also limited as swim season began. At USNA, several pools are available to condition in."
- **USMA Exchange Cadet who was TDY to USAFA:** "...the facilities at USAFA were better than the ones we have here. I understand that ours are currently being improved though. Air Force had a better weight room..."

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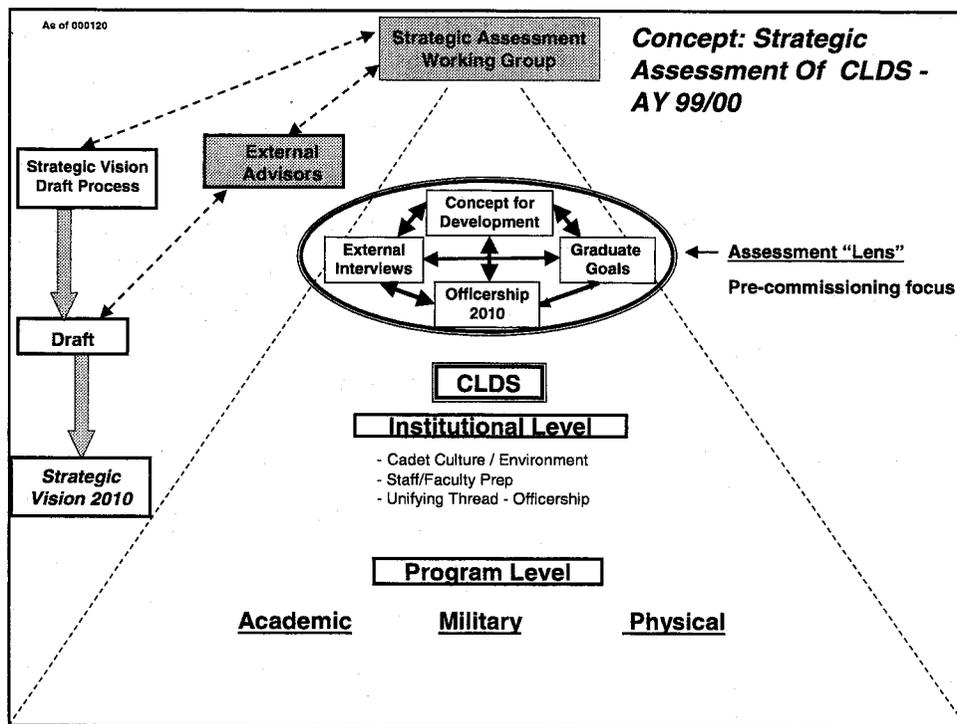
Comments From Exchange Cadets (continued):

- **USCGA Exchange Cadet who was TDY to USMA:** "Space for working out was extremely scarce, but once Arvin Gym is complete, cadets will have a great facility to work out in."
- **USNA Exchange Midshipman who was TDY to USMA:** "Similar to the library renovation, the Arvin Gym construction was a great inconvenience. I'm sure that the project will pay off come 2003, but it causes many problems now."
- **USNA Exchange Midshipman who was TDY to USMA:** "To compare the facilities at the two academies would be unfair since Arvin is under renovation. West Point could do a better job, however, of constructing temporary weight room facilities so that cadets are not deprived of the opportunity to conveniently workout."

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External Feedback:

Requirements for officership in 2010 and beyond:

- Leaders of character - character matters. (Ohle, Sullivan, Powell)
- Maintain the "warrior" ethos. Perform all missions (warfighting and OOTW) within that cultural paradigm. (Powell)
- Full spectrum professional who is flexible, innovative (out-of-the-box), imaginative problem-solver, ingenious, able to cope with ambiguity, and adaptable to change (warrior - humanitarian). (Ohle Stroup, Sullivan, Vuono, Scales, Galvin)
- Must deal with the continuing tension between "warrior" paradigm and the officer-servant" paradigm. (P.T. Henry)
- Will have to assimilate more information in less time, more rapid decision making. (Hartzog, P.T. Henry)
- Fluency in a foreign language and familiarity with the culture. (McCaffrey)

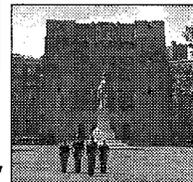
What elements are essential to the core curriculum?

- Keep the common core broadly balanced between the sciences and humanities / social sciences – classic liberal education that sets up future education and enables officers to cope with change. (Powell, Stroup, Sullivan, Hartzog, P.T. Henry, Chilcoat, Heilman, Scales, Galvin, McCaffrey, Nye, Slocombe)



"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

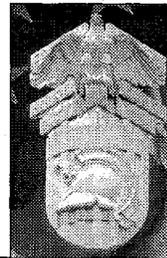




“Strategic Vision for USMA -- 2010”

- **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



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Legislative Issues

- **Update - authority for Superintendent to solicit gifts**
 - Issue: request change to legislation that will grant authority for the Superintendent, USMA to solicit gifts for the benefit of the Academy.
 - Status: proposal submitted to DA; proposal currently being staffed by the Office of the Judge Advocates Corps (OTJAG) and the Office of the General Counsel (OGC).

- **Initiative - change to cadet pay**
 - Issue: Cadet pay is irregularly reviewed and adjusted. USMA supports the USAF proposal to link cadet pay to 35% of 2LT pay. This proposal establishes a form of consistent pay increases by indexing as opposed to periodic review. Also proposes indexing of ROTC subsistence allowances.
 - Status: Current DA staff position is a relook by the Secretary of the Army every two years with a report to Congress on a recommendation for an increase. The cadet pay issue will be examined in the Unified Legislation and Budgeting (ULB) meeting on 27 Feb 00.

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Coach Todd Berry



- Spent the last four years as head coach at Illinois State University.
- Guided the Redbirds to the best record in school history this past year and the semifinals of the NCAA Division I-AA playoffs. Directed ISU to a 19-7 record (.731) the past two seasons.
- A two-time Gateway Conference Coach of the Year honoree, and this year's GTE Region 4 Coach of the Year, Berry directed Illinois State to its first-ever Gateway Conference title this past season.
- Personifies the core values of West Point and will keep football in its proper perspective as part of the larger mission for the Military Academy.



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Civilian Faculty Maturation

FY 99
TOTAL AUTHORIZED FACULTY: 565
TOTAL O-H CIVILIAN FACULTY: 103*
 (# include DPE Title 10*)

Civilian Faculty Breakdown

Professors	15 #	15 %
Associate Professors	26 #	25 %
Assistant Professors	43 #	42 %
**(2 NRC Fellows count as 1 Title 10)		
Instructors	19 #	18 %

TEACHING FACULTY: \$8,435,000.00**
 **normalized for 5 vacancies
Percent of Total Faculty are Civilian: 20.6% +

+ This % includes civilian faculty plus VP/FSO/VS and End Chairs.)

DENOTES 12/10/10 appointments

FY 07
TOTAL AUTHORIZED FACULTY: 585
TOTAL CIVILIAN FACULTY: 128
 (w/additional 20 Civilian Authorizations + 5 FY 99 vacancy fills)

Civilian Faculty Breakdown

Professors	54 #	42 %
Associate Professors	27 #	21 %
Assistant Professors	28 #	22 %
Instructors	19 #	15 %

TEACHING FACULTY: \$12,530,550.00
 (using 99 dollars)
Percent of Total Faculty are Civilian: 24% +

+ This % includes civilian faculty plus VP/FSO/VS and End Chairs.)

DENOTES 12/12/12 appointments

***\$ amount includes 28% benefit rate.

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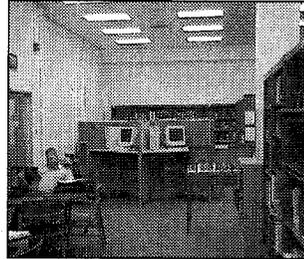
USMA Library Is Behind Peer Institutions

Fordham University



- ★ 240,000 square feet
- ★ 900,000 volumes
- ★ 13,000 journals

USMA

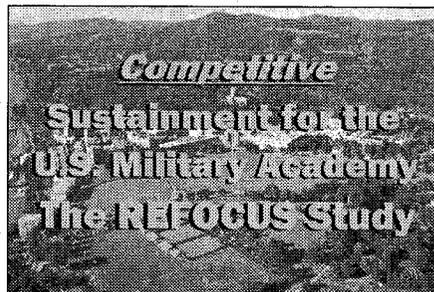


- ★ 90,000 Square feet
- ★ 463,000 volumes
- ★ 1300 journals

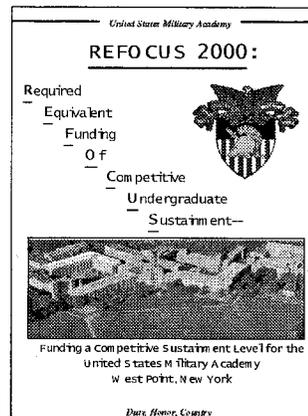
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"Refocus" Study

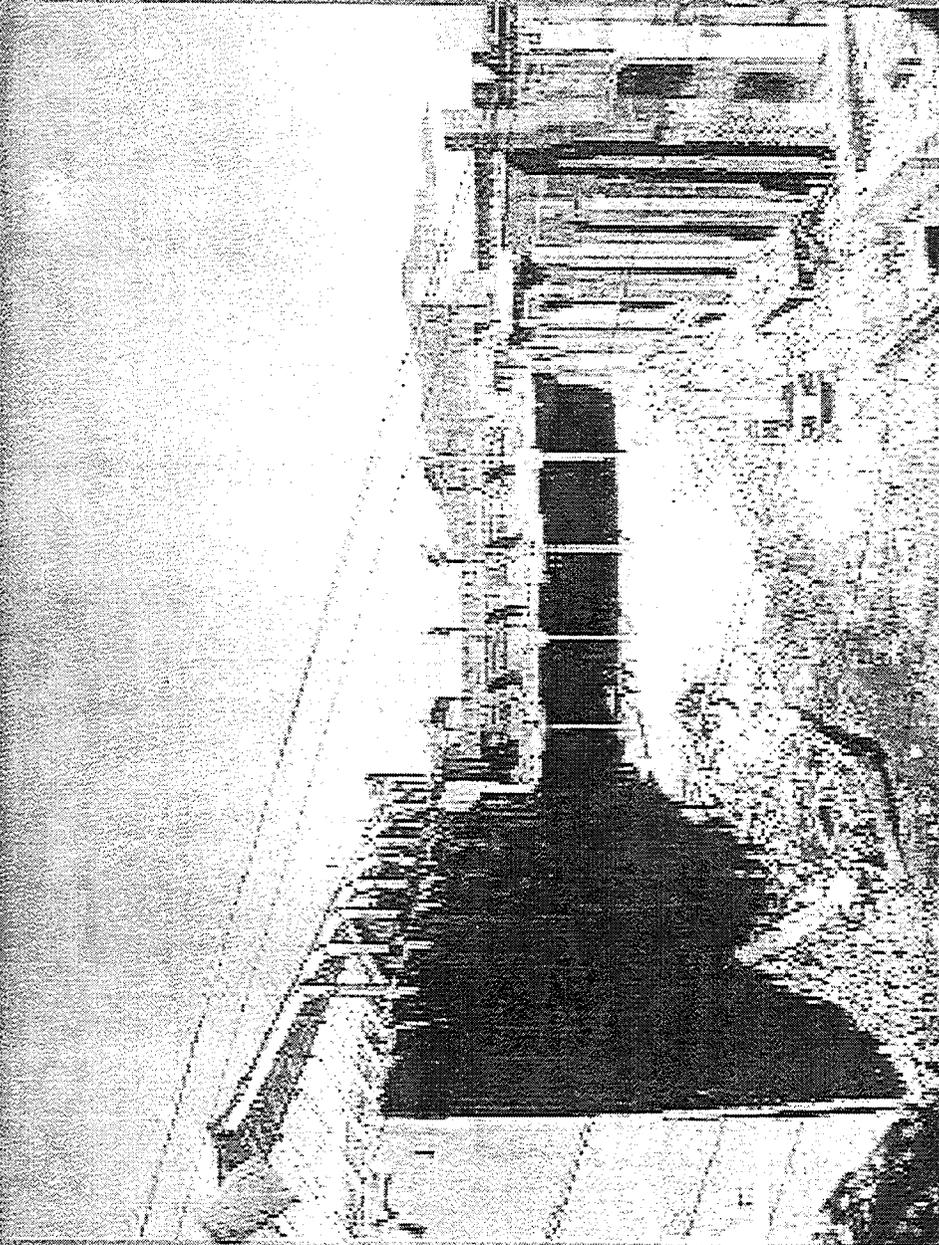


Video

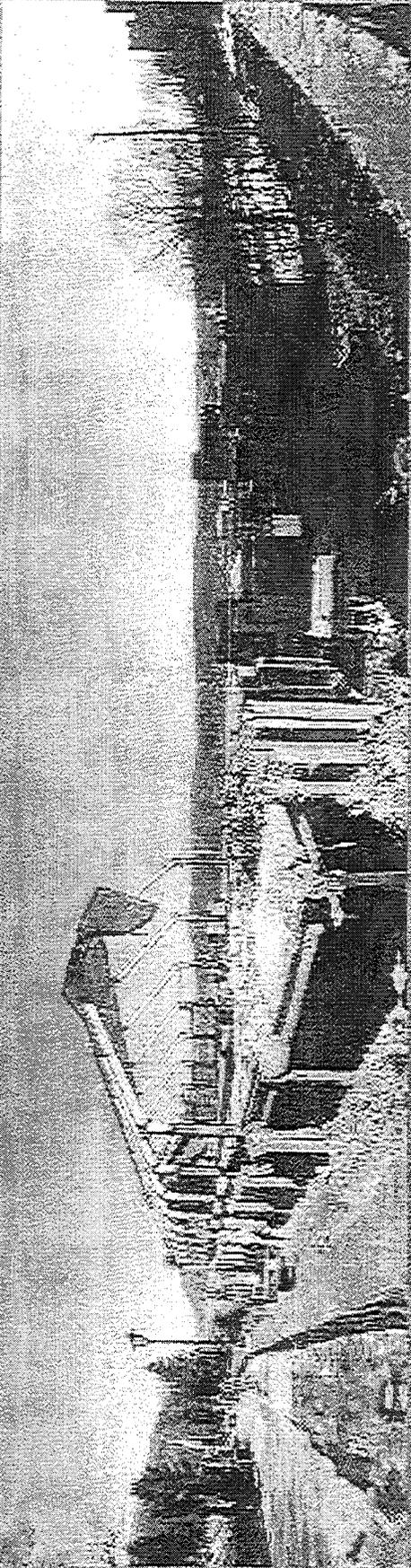


Report

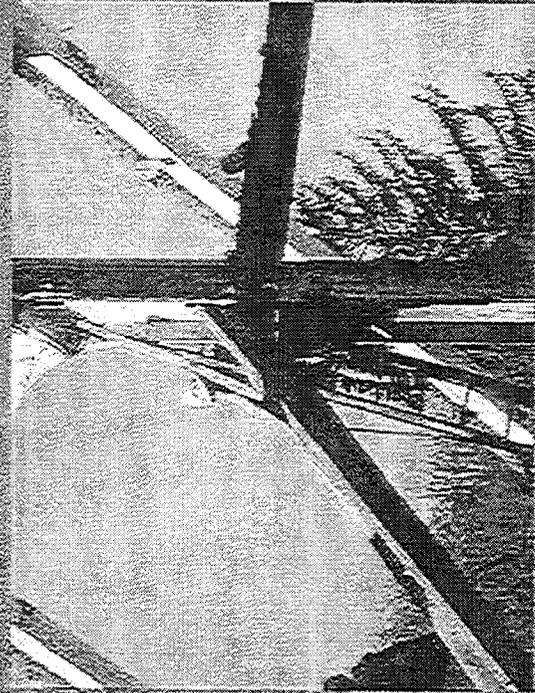
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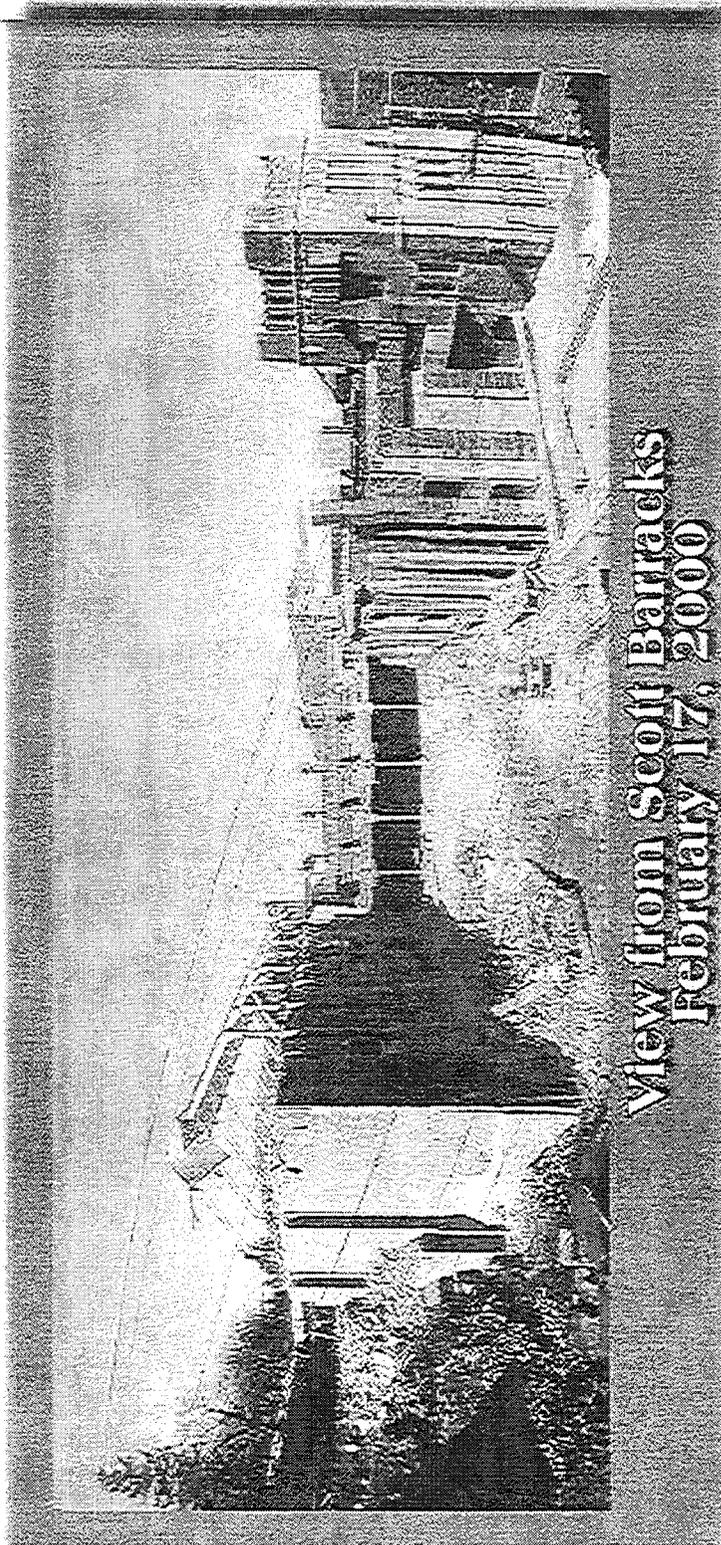
**View of D wing demo
February 17, 2000**



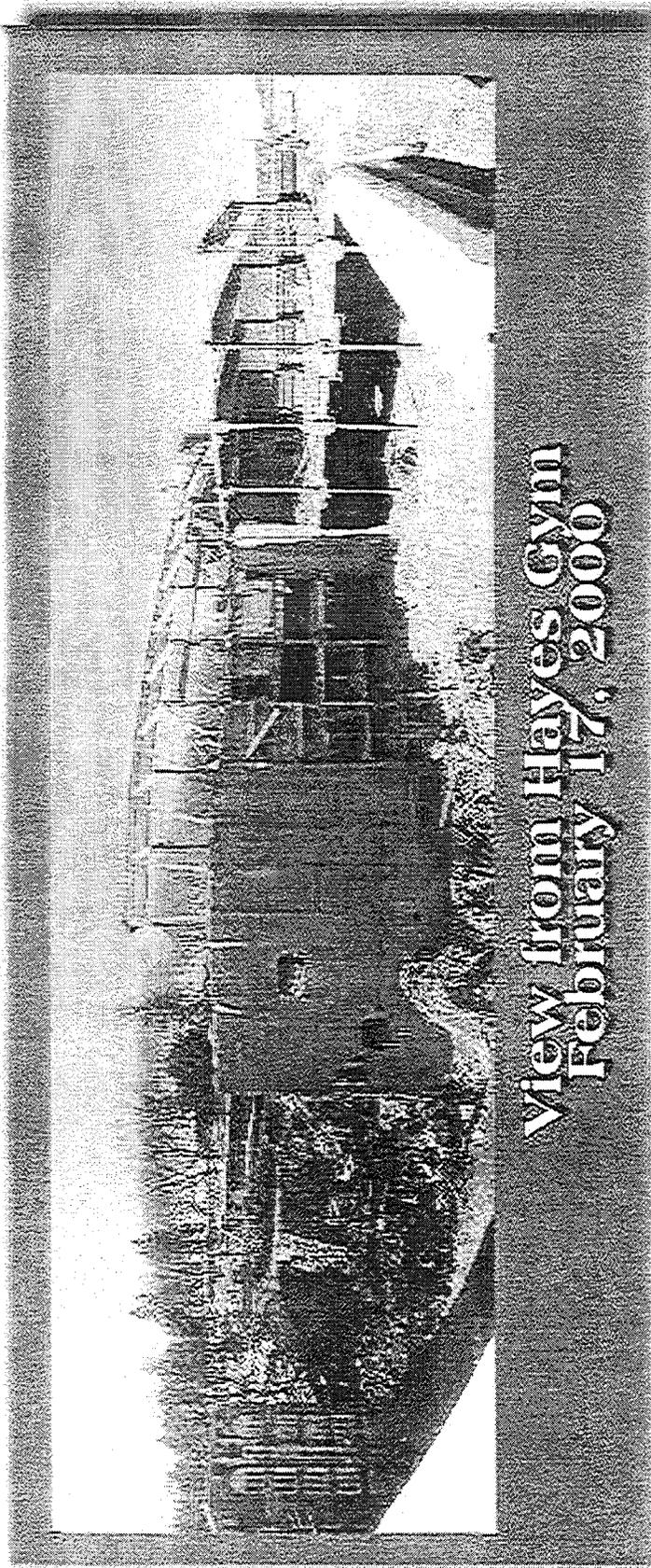
**View from De Russy Loop
February 17, 2000**



**Removing steel from framework
February 17, 2000**



**View from Scott Barracks
February 17, 2000**



**View from Hayes Gym
February 17, 2000**



COMPTROLLER

FEB 11 2000

Honorable David L. Hobson
Chairman, Subcommittee on Military Construction
Committee on Appropriations
U.S. House of Representatives
Washington, DC 20515

Dear Mr. Chairman:

As directed in the FY 2000 Military Construction Appropriations Conference Report, I am submitting an Army revised DD 1391 that limits cost for the cadet physical development center at the United States Military Academy, New York, to \$63 million. I am also providing a report prepared by the Army explaining the seismic requirements and the type of facility the \$63 million will provide.

The DD 1391 documents those efforts that can be accomplished within the \$63 million ceiling. However, at the \$63 million level, the center would be reduced from the authorized configuration and falls short of providing the facilities the Army believes necessary to support the physical development and educational programs at West Point. As you may recall, the original amount for the center was \$85 million. This included \$4.1 million for seismic upgrades and \$4.0 million for contingencies. Since the balance of the cost estimate has not changed, a minimum of \$81.0 million, which excludes all contingencies, is required to construct the authorized facility.

The Army has \$13.6 million programmed in FY 2001 and \$41.4 million programmed in FY 2002 to complete the project at the initial authorized amount, minus contingencies. This will provide a facility to support the physical development program at West Point and is within the amount authorized. We ask for your support for the \$81.0 million project. I have asked the Army to provide you additional details on this matter.

Sincerely,

William J. Lynn

Enclosures

cc: Honorable John W. Olver
Ranking Democrat

Assistant Secretary of the Army
(Financial Management & Comptroller)

*Mr. Chairman -
I spoke to Gen. Cabera
and asked him to get involved
personally to address the
issues you have raised about
this project.*

1. COMPONENT ARMY		FY 2001 MILITARY CONSTRUCTION PROJECT DATA		2. DATE 14 JAN 2000	
3. INSTALLATION AND LOCATION United States Military Academy New York			4. PROJECT TITLE Cadet Physical Development Center		
5. PROGRAM ELEMENT 88911A	6. CATEGORY CODE 740	7. PROJECT NUMBER 53902	8. PROJECT COST (\$000) Auth 63,000 Approp 63,000		
9. COST ESTIMATES					
ITEM	UN (M/E)	QUANTITY	UNIT COST	COST (\$000)	
PRIMARY FACILITY					
Cadet Physical Development CTR	sq (SF)	22,544 (242,666)	1,938	54,158 (43,680)	
Temporary Facilities	LS	--	--	(1,800)	
Utility Relocations	LS	--	--	(5,248)	
Rock Excavation	cu (CY)	1,223 (1,600)	122.95	(150)	
EMCS System	LS	--	--	(505)	
Total from Continuation page				(2,775)	
SUPPORTING FACILITIES					
Paving, Walks, Curbs & Gutters	LS	--	--	5,515 (82)	
Site Imp(200) Demo(5,183)	LS	--	--	(5,383)	
Information Systems	LS	--	--	(50)	
ESTIMATED CONTRACT COST				59,673	
CONTINGENCY PERCENT (.00 %)					
SUBTOTAL				59,673	
SUPV, INSP & OVERHEAD (5.70%)				3,401	
TOTAL REQUEST				63,074	
TOTAL REQUEST (ROUNDED)				63,000	
INSTALLED EQT-OTHER APPROP				()	
10. Description of Proposed Construction The project is a multi-year, phased program which will revitalize, by partial replacement, the majority of the facilities which are known as the Arvin Cadet Physical Development Center. The first phase of this project (currently under construction) consists of the construction and/or conversion of existing space for use as temporary facilities, the construction of and/or relocation of utility services that currently emanate from, or pass through, the central core area of the Arvin Facility and the demolition of a major portion of the existing structures. Phase 2, 2a and 3 of this project will construct modern cadet physical development facilities on the general site of the demolished buildings. Facilities to be constructed include; open flat court spaces, multi-purpose rooms, combatant facilities, racquet sport courts, swimming pools and related facilities, fitness rooms, physical services for training and rehabilitation therapy, a climbing wall, gymnastics areas, men's and women's locker room facilities, storage areas, equipment checkout areas, administrative areas and coaches offices. Support facilities include mechanical and electrical rooms, telecommunications, and heating, ventilation, and air conditioning (HVAC) systems. Provide fire detection and suppression systems. Connect energy, monitoring and control system (EMCS). Supporting facilities include paving, walks, curbs and gutters; rock stabilization, and site improvements. Access for the handicapped will be					

1. COMPONENT ARMY		FY 2001 MILITARY CONSTRUCTION PROJECT DATA		2. DATE 14 JAN 2000	
3. INSTALLATION AND LOCATION United States Military Academy, New York					
4. PROJECT TITLE Cadet Physical Development Center				5. PROJECT NUMBER 53902	
<u>9. COST ESTIMATES (CONTINUED)</u>					
Item	UM (M/E)	QUANTITY	Unit COST	Cost (\$000)	
<u>PRIMARY FACILITY (CONTINUED)</u>					
Reno Box Rm to Weight	m2 (SF)	780.39 (8,400)	807.29	(630)	
Building Information Systems	LS	--	--	(2,145)	
			Total	2,775	
<u>DESCRIPTION OF PROPOSED CONSTRUCTION: (CONTINUED)</u>					
<p>provided. Demolish existing buildings (351,663 SF) with asbestos and lead paint mitigation. Air conditioning: 170 tons. Bracing and maintaining the historic facades of the adjacent buildings will be required. Comprehensive interior design and furniture related interior design service are requested. All exterior and interior finishes and signage will adhere to the US Military Academy (USMA) Installation Design Guides..</p>					
<p>11. REQ: 1,582,650 KWR ADQT: NONE SUBSID: 1,566,095 KWR</p> <p>PROJECT: Project is a multi-year project to revitalize, by partial replacement, the Cadet Physical Development Center. (Current Mission)</p> <p>REQUIREMENT: The program requirement includes all the activity spaces mentioned in the project description. The West Point physical development program and associated space requirements have been justified as part of a Army Audit Agency (AAA) audit. The existing building(s) total is 445,293 GSF. The necessary space for the AAA validated requirement is approximately 450,000 GSF. The indicated area shown in this document (242,666 GSF) does not meet the requirement to provide an adequate, complete and useable, facility for cadet physical development. The \$63 million total shown in this document does not provide enough square feet to meet total program requirements. The loss of approximately \$22 million from the validated \$85M project decimates the required cadet program. This will require the Academy to re-evaluate the overall cadet program and may lead to physical development program cuts and possible use of sub-standard temporary facilities on a long term basis. In addition, the Academy will be forced to submit another construction project in the out years to make up for this projected shortfall. The Academy has a mission requirement to train future officers for the Army. A critical required element of this mission is the physical development of the Corps of Cadets (15 percent of a cadet's class standing is based on his/her physical program performance). The Cadet Physical Development Center is the cornerstone for cadet classroom education in the arts and sciences of physical education, physical fitness and health. All cadets are required to take physical education classes every academic year. The core baseline curriculum includes personal fitness, swimming, gymnastics, boxing or self defense, combatives, unit fitness, and lifetime sports. Physical education instruction is taught in classroom settings (in addition to hands-on physical education training) and</p>					

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APPENDIX II
ENCLOSURE 6

1. COMPONENT ARMY	FY 2001 MILITARY CONSTRUCTION PROJECT DATA	2. DATE 14 JAN 2000
3. INSTALLATION AND LOCATION United States Military Academy, New York		
4. PROJECT TITLE Cadet Physical Development Center	5. PROJECT NUMBER 53902	
<p>REQUIREMENT: (CONTINUED) includes first aid and CPR classes, strength development principles and sports physiology, aerobic principles, health education, and principles of coaching and judging sports events. The Arvin Cadet Physical Development Center is an indispensable facility necessary to accomplish this education and training mission. The project is required to correct three major categories of deficiencies in the existing facility: failure to meet codes, substandard conditions, and failure to adequately meet physical program requirements. The new facilities will allow compliance with fire and life safety codes, handicapped standards, and gender equity. The facility will be configured to allow cadets to accomplish the rigorous physical training and instruction requirements necessary for graduation and commissioning. The sections of the cadet physical development center that are not involved with phase one will remain open and active during the construction. Only selective periods of shut down will be allowed in the areas not under construction.</p> <p>CURRENT SITUATION: The existing Arvin Cadet Physical Development Center provides swimming and diving areas, flat court sports facilities, multi-purpose and combatant facilities, gymnastics facilities, racquet court facilities, physical services for training and rehabilitation therapy, and sites for athletic competition. Existing facility is a multi-level layout of six interconnected structures which were constructed at different times over a 65 year period and are in a deteriorated condition. The facility lacks proper life safety, health, and handicap accessibility features. The building has inadequate fire protection systems. HVAC systems are improperly sized and are non-functional. Electrical and lighting systems do not meet current codes. Locker rooms contain various sanitation and health hazards. The facility lacks adequate latrines and elevators. Existing locker rooms do not meet gender equity requirements. The size and efficiency of the existing buildings are inadequate in providing the physical education space (classroom instruction areas) required for the physical training of cadets. Between the hours of 1530 and 1830, during the academic year, the cadets are the only users of the facility as they participate in mandatory physical training. In winter months, every space in the facility is in use during this time to include hallways and entry ways and there are still some cadet physical activities for which no space is available to train. During this period, other indoor cadet physical development locations (Hollerer Center and Gillis Field House) are also completely utilized for cadet physical training. The Cadet Physical Development Center is the focal point for the cadets four year required physical activity/fitness program.</p> <p>IMPACT IF NOT PROVIDED: Impact of reduced scope at \$63M in lieu of validated 1391 at \$85M: If USMA is forced to design and construct a facility for \$63 million, we will end up with a physical development program which is far less comprehensive than those at the United States Air Force and Naval Academies. This is contrary to the nation's ground force requirements and the Army mission. It must also be understood that the USMA has no design for a \$63</p>		

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APPENDIX II
ENCLOSURE 6

1. COMPONENT ARMY	FY 2001 MILITARY CONSTRUCTION PROJECT DATA	2. DATE 14 JAN 2000
3. INSTALLATION AND LOCATION United States Military Academy, New York		
4. PROJECT TITLE Cadet Physical Development Center	5. PROJECT NUMBER 53902	
<p><u>IMPACT IF NOT PROVIDED: (CONTINUED)</u></p> <p>million project. If directed to implement a \$63 million design, the Academy would have to start over with a new design. This will not only cost approximately \$4 million in A/E design costs and will take an additional 18 - 24 months to design. This will push required funding out to the FY04 time frame. The impact of time on money will mean that USMA will build even less in FY04 as the current project final phase is FY02. Not being able to complete construction as we wait for redesign will leave the Academy with a large, vacant lot at the Arvin Cadet Physical Development Center as demolition for Phase 1 began in the summer of 1999. Impact if \$63M project is not provided: The CPDC will remain a partially demolished building incapable of supporting the required and justified cadet Physical Development Program. Temporary utilities will service much of the remaining building. No funds are available to rebuild to requirement. Sub standard temporary facilities will continue to marginally house physical development facilities. The facility will continue to fail to meet acceptable life safety, gender equity and handicapped accessibility standards. A high backlog of maintenance and repair costs will continue and adversely impact the operation of the facility. This inefficient facility will continue to only minimally provide for the required physical training of cadets. Phase 1 of this project began in the summer of 1999 and work is in progress to demolish a substantial part of this facility. Without the continued phases of this project, USMA will be left with very little physical development space in what remains of the Arvin Physical Development Center.</p> <p><u>ADDITIONAL:</u> This project has been coordinated with the installation physical security plan, and all required physical security and/or combatting terrorism (CBT/T) measures are included. This project complies with the scope and design criteria of DOD 4270.1-M, Construction Criteria, that were in effect 1 January 1987, as implemented by the Army's Architectural and Engineering Instructions (AEI), Design Criteria, dated 3 July 1994. An economic analysis has been prepared and utilized in evaluating this project. Seismic considerations will be addressed during design and incorporated into the project. Design for Phase 1 of the validated \$85M project was completed and design for Phases 2 and 3 is well underway.</p>		

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REPORT
on the
CADET PHYSICAL DEVELOPMENT CENTER
at the
U.S. MILITARY ACADEMY

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REPORT
on the
CADET PHYSICAL DEVELOPMENT CENTER
at the
U.S. MILITARY ACADEMY

PURPOSE

This report is provided as requested in the Fiscal Year 2000 MILCON Appropriations Bill, Conference Report #106-266 (Annex A).

EXECUTIVE SUMMARY

This report responds to the language directed toward the Cadet Physical Development (Arvin) Center. In the FY99 President's Budget, the Arvin Center was authorized at \$85 million and \$12 million was appropriated for temporary facilities and demolition of a major portion of the existing structure. The FY00 MILCON Act provides \$14 million against a request for \$28.5 million in the FY00 budget. The conferees stated the \$85 million cost estimate was excessive, and it was their understanding that \$17 million was included for seismic upgrades and therefore capped the total of the project at \$63 million. This report clarifies that the actual seismic estimate is approximately \$4 million. This report provides a draft DD Form 1391 for a project capped at \$63 million, as directed. If this were to result in a directive to refocus the current design effort and design a \$63 million project, there will be a significant reduction in scope, major redesign effort at additional cost, and will result in an inability to execute the \$14 million in FY00.

BACKGROUND

West Point was established in the early 1800's and the original Arvin Center was completed in 1910 to serve all male cadets. The last major renovation was in the 1960's. Over time, Arvin has become a collection of 6 structures with 27 different roof levels and 50 mechanical rooms. The Center is deteriorated and requires extensive repairs to comply with statutory code requirements, eliminate gender equity deficiencies, and serve the ongoing education program for cadets.

The Arvin Cadet Physical Development Center is not a "gym" -- it is equivalent to an academic building. Cadets undergo a rigorous and physically demanding program with 178 course hours required over four years. Fifteen percent of a Cadet's overall grade comes from the physical development education that occurs in the facility. This program is an integral component of how the Army prepares cadets for the physical demands of their service following their West Point education but, more importantly, physical combat. Existing facilities must be renovated, demolished and rebuilt to meet life safety and gender equity requirements similar to a facility at any major university. It is important to emphasize that the Army Audit Agency and the Corps of Engineers have validated the requirement. We have value engineered the project, reducing the cost from over \$105 million to \$85 million.

USMA developed the new construction proposed in a pre-design study. The A/E estimated the cost at \$92 million. A study by the Army Audit Agency concluded that the new facility was fully justified at a cost of \$105 million. The Department of the Army imposed a cost cap of \$85 million, eliminating Crandall Pool and seeking value engineered (VE) savings.

FUNDING AND EXECUTION

The initial \$12 million Phase 1 project has been appropriated and was awarded in FY99. This phase provides interim temporary facilities for physical education instruction, utility linkages to maintain operations in remaining sections of the building, and demolition of the core of the current structure. This phase is 45 percent complete.

The \$14 million Phase 2 project was appropriated in FY00. This phase will consist of flat court spaces, multi-purpose spaces for physical educational classes and various other activities for physical development. It reconstructs a portion of the facility in the demolition footprint and demolishes the entire North Stack (DD Form 1391, Annex A). Total Phase 2a is budgeted in FY01 for \$13.6 million (Annex D) to replace portions of the demolished facility. Phase 3 (\$41.4 million) will be budgeted in FY02 to complete the facility. appropriations would be \$81 million. Even though funds are being appropriated in separate years, the remaining phases of this project (Phases 2, 2a, and 3) have been combined for design (a value engineering cost saving measure), and are scheduled to be awarded in a single construction contract in FY00.

The complete design for the final phases (2, 2a, and 3) are summarized below, based on the 90 percent design submittal cost estimate. Approximately \$12 million in studies and design funds have been expended already.

<u>Item</u>	<u>Cost (\$)</u>
1. Substructure (includes new bldg seismic)	5,323,921
2. Superstructure (includes new bldg seismic)	15,869,829
3. Exterior Closure	7,667,571
4. Roofing	1,785,747
5. Interior Construction	9,154,134
6. Interior Finishes	6,914,195
7. Conveying Systems	350,395
8. Plumbing	2,615,041
9. HVAC	15,081,581
10. Fire Protection	1,989,083
11. Electrical	11,146,891
12. Specialties & Equipment	2,019,130
13. Special Construction	833,014
14. Seismic Upgrade (new and old bldg tie-in)	625,672
15. Building Demolition	710,170
16. Site work	617,490
Value Engineering Study Savings	(5,990,140)
Total options	(3,180,000)
Current CWE (includes contingencies)	73,533,724

IMPACT OF REDUCING PROJECT FROM \$85 MILLION TO \$63 MILLION

Given the status of construction and design, the ramifications of changing direction at this juncture to a \$63 million project cap are significant. Doing so would necessitate redesign (draft DD Form 1391 at Annex C).

The current \$85 million design is based on in-depth study and review. We have expended \$12 million in producing studies, pre-designs and designs for the Arvin CPDC. Of the \$12 million expended, the A/E fee for the design is \$9 million. The A/E fee to redesign the Arvin CPDC as a \$63 million project is estimated to cost an additional \$4 million.

Redesign would delay the project by 18-24 months. If we change course today, it would take 4 months to award an A/E contract, approximately 12 months to redesign and 3 months to award.

Activity spaces (e.g., gymnastics, combative training, personal fitness, unit fitness) tie-in directly with the Academy schedule, the West Point physical development program and over-all cadet leader development. Such issues were considered as part of the earlier feasibility studies and are the basis of our current design. They are worthy of the same consideration if we redesign. A \$63 million facility would eliminate some of these activity spaces.

Further delays have an adverse impact on USMA's cadets. By July 2000, the central core of the existing facility will be completely demolished, leaving a vacant lot. Redesign keeps the lot vacant for up to two years longer, since the facility would not be completed until 2006 instead of 2004. Two additional class years of cadets will have marginal facilities to conduct their physical and military education and training.

We cannot determine specific functional deletions (e.g. flat court space, pools, combative rooms, and boxing rooms) without tying analysis of facilities to a new A/E effort and cannot determine building shape or size without a full redesign. A delay in execution results in considerable dollar value loss due to inflation. The current year \$63 million buys even less scope in future year construction dollars.

SEISMIC COSTS

The Conference Report suggests that there is some confusion in understanding the true costs of seismic requirements associated with this project. Although there is a seismic cost associated with the revitalization of this project, the cost is \$4.055 million, a figure substantially lower than the \$17 million referred to in the Report. The following is a historical account that generated the current seismic costs.

Originally, this project was a \$31 million renovation project. In 1995, LeMessurier Consultants completed a seismic study of the existing facility. The cost to make the existing facility seismic compliant was estimated at \$50 million. The combination of the renovation cost, plus the seismic cost, is what led academy planners to consider building a partially new facility. In order to install the seismic bracing in the existing building, a tremendous amount of work associated with removing and reinstalling architectural components and mechanical systems needed to be accomplished. Inadvertently, some of these costs were carried in both the seismic estimate and the base estimate of the earlier proposed renovation work. Resolution of the duplication ultimately reduced the cost associated with the seismic work.

Seismic costs associated with the \$85 million project consists of work inherent in the new construction, work at transitions between new construction and the existing building to remain, and work within the building to remain. The seismic cost estimate is as follows:

New construction	\$ 730,000
New to existing tie-in	200,000
North Stack entry (existing bldg.)	425,000
Hayes Gym (existing bldg)	2,700,000
Total seismic cost for project	\$4,055,000

CONCLUSION

The Arvin Cadet Physical Development Center (CPDC) was authorized at \$85 million. The overall project has been reduced to \$81 million as a result of inflation adjustments (\$1.12 million) and the elimination of all contingency (\$2.635 million for phases 2a and 3) costs. Of this amount, \$13.455 million is for costs unique to the West Point site, i.e., demolition, utility relocation, rock excavation, temporary facilities, and site constraints. This leaves the actual cost for the center itself at \$67.15 million. In order to comply with the congressional report, we have provided a draft DD Form 1391 for \$63 million. Such a project falls far short of providing the facilities necessary to support the physical development and educational programs required at West Point for military service. The Army requests that the conferees provide appropriations for the full project.



DEPARTMENT OF THE ARMY
WASHINGTON, D.C. 20310

February 14, 2000

The Honorable David L. Hobson
Chairman, Subcommittee on Military Construction
Committee on Appropriations
Washington, D. C. 20515

Dear Mr. Chairman:

We are writing to emphasize our strong and unwavering support for the Arvin Cadet Physical Development Project at West Point. We understand you have received the report requested in the FY2000 Military Construction Appropriations Conference Report. We strongly urge you to reconsider the cap of \$63 million imposed through the Conference Report and allow this project to proceed now at authorized levels in order to maintain the continuity of construction.

This project is crucial for the development of future Army leaders. The Arvin Cadet Physical Development Center is not a "gym" - it is equivalent to an academic building. Cadets undergo a rigorous and physically demanding program with 178 course hours required over four years. Fifteen percent of a Cadet's overall grade comes from the physical development education that occurs in the facility. This program is an integral component of how the Army prepares cadets for the physical demands of their service following their West Point education.

The current project is correctly sized and reasonably costed. Numerous reviews have validated the project scope as a replacement for an old, dangerous facility. No person who has visited the old structure has questioned the need for its replacement. The fully authorized project is now designed to be awarded as a single construction project to be built in phases appropriated separately. From an investment perspective, this new facility makes sense. From an original authorization of \$85 million, we have trimmed (by adjusting inflation estimates and eliminating contingency) \$4 million. We now have an \$81 million project. If you further consider that approximately \$16 million of this amount represents demolition and relocation costs required because of the necessity to rebuild on the same site, the cost for the replacement facility is only \$65 million. This is a very favorable price for this project in the high-cost New York City construction region.

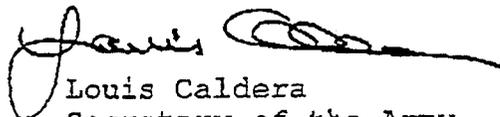
Going below the \$81 million threshold for this project will have devastating impacts - both on program and resources. Reductions below \$81 million will require scope removal and major redesign and will not allow the physical development program to continue as it exists now. The resource implications of a major scope reduction at this stage are severe. Major redesign will cost between \$4-6 million. Delays will increase construction costs. Loss of major scope will result in the requirement to develop a separate follow-on project to address these validated requirements -- at a much greater cost than meeting them now in the currently designed Arvin.

As we reach a crucial juncture in the life of this project, it is threatened with delay. We request that you agree to remove the \$63 million appropriations cap in order to award the contract and complete the work.

Sincerely,



Eric K. Shinseki
General, U. S. Army
Chief of Staff



Louis Caldera
Secretary of the Army

**SUMMARIZED MINUTES
BOARD OF VISITORS SPRING MEETING
MAY 8, 2000
WEST POINT, NY**

1. **MEETING CONVENED.** The Spring Meeting of the United States Military Academy Board of Visitors was called to order by Congresswoman Sue Kelly, Vice-Chairperson, at 1:20 p.m., May 8, 2000, in the Superintendent's Conference Room, Taylor Hall, West Point, NY.

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

Senator Jack Reed
Congresswoman Sue Kelly
Congressman Charles Taylor
Mr. Carroll W. Conn
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 William Lennox, Chief of Legislative Liaison; Brigadier General Eric Olson, Commandant of Cadets; Brigadier General Fletcher Lamkin, Dean of the Academic Board; Colonel Timothy Peterson, Chief, Army Senate Liaison; Lieutenant Colonel Gayla Carle, Office of Legislative Liaison; Lieutenant Colonel Billy Laster, Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs; Lieutenant Colonel Michael Beans, USMA Desk Officer, DCSPER; Ms. Anne LeMay, Legislative Assistant to Congressman John McHugh; Mr. Stanley Kidd, Assistant to Mr. C.W. Conn; Mr. Ned Kopald, President, Highland Falls School Board; Dr. Geniene Guglielmo, Superintendent, Highland Falls School District; Colonel Grant Smith, USMA Chief of Staff; Colonel Kerry Pierce, Office of Policy, Plans and Analysis; Colonel Michael Jones, Director of Admissions; Mr. Ed Rose, Associate Director of Intercollegiate Athletics; Mr. Jack Hammack, Chairman and CEO of the Association of Graduates; Lieutenant Colonel Mark Moeller, Office of Policy, Plans and Analysis; Lieutenant Colonel John Luther, Directorate of Academy Advancement; Lieutenant Colonel Joseph Dubyel, Director of Operations, Plans and Security; Ms. Cynthia Kramer, Administrative Assistant to the Board; Ms. Angela Franciosi and Mr. William Blauvelt, Directorate of Information Management.

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

3. **VICE-CHAIRPERSON'S REMARKS.** Congresswoman Kelly opened the meeting by thanking everyone for attending. Congresswoman Kelly requested approval of the minutes from the 24 February 2000 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 extended his appreciation to the board members, on behalf of the Secretary of the Army, for coming to the spring meeting and for all of the work that they have done and will do in the future on the Board. He stated that the Secretary of the Army is especially grateful for all the efforts everyone pulled together in order to get an acceptable resolution to the Arvin Cadet Physical Development Center situation. Mr. Henry added that the Secretary of the Army stated that on the issue of O&M funding, he believes the Academy is moving in the right direction; and that he hopes to have a better idea towards the end of FY00, as to the direction of military construction for the Military Academy.

5. **SUPERINTENDENT'S REMARKS AND ISSUES UPDATE.**

a. **INTRODUCTORY REMARKS.** The Vice-Chairperson asked the Superintendent for his remarks and update to the Board on Academy issues since the Board's last meeting in February 2000.

b. **ARVIN CADET PHYSICAL DEVELOPMENT CENTER (CPDC).** The Superintendent began his briefing by informing the Board that he spent time on Capital Hill recently and confirmed that \$77.5 million has been approved for the construction of Arvin CPDC. Currently, the Academy is taking steps to award a small intermediate contract to finish demolition (projected date July 2000). Given this tentative agreement, the Academy needs to repackage the plans for the demolition and redesign for the new facility over the winter and next spring. The Academy is hoping by this time next year to have the remainder of the construction contract fully awarded. This is the effort that the Academy is going through at this time with Congressman Hobson, to keep the next phase of appropriation on track. The award of \$77.5 million, which is a cut in \$7.5 million from the \$85 million that was originally authorized by Congress prior to the funding cap, required cuts be made in the construction of the new facility. Currently, the architect is removing portions of the design of the facility. This will get the Academy close to the \$7.5 million cut. It was originally believed that the Academy has the authority, from the Army, to award up to \$2 million over the \$77.5 million if the bids come in close. This may now not be the case.

Lieutenant General Christman briefly explained to the Board the areas of the facility that will be affected by the cut in funds.

Mr. Lyford questioned whether the Academy could, at a later time if funds were made available, add what was being cut out at this time. Lieutenant General Christman stated that it is probably not a possibility for the Gymnastics section of the redesign. Sometime in the future, though, it could be possible to add the facilities onto another section of the CPDC.

c. **PROGRAM OBJECTIVE MEMORANDUM (POM)**. The Superintendent began his briefing on the POM by stating that, apart from the Arvin CPDC project, this has been the most important area of focus for him. The intent is to get long-term funding for the Academy, and get it done correctly.

Lieutenant General Christman stressed that it is important to get past the Minimum Sustainment Level (MSL) and achieve a Competitive Sustainment Level (CSL) that will allow the Academy to buyout a backlog of maintenance and repair. Clearly, at the old POM funding level the Academy could not even maintain its operational infrastructure. The MSL is that which is needed to keep the current infrastructure of the Academy at its current state of repair. In January 2000, the Academy began an extensive effort with the Army staff, supported by outside auditors, to look at the Academy's needs, to allow USMA to raise the West Point Funding Level to an amount that would provide the Academy, over the period of eight to ten years, the ability to buyout a serious backlog of maintenance and repair work.

During a visit by the Middle States Accreditation Evaluation Team in November 1999, their summary stated that "long term facilities master planning appears to be nearly 'impossible' in light of the inconsistent and unpredictable federal funding stream" and that "more consistent and robust funding would be essential if the Academy is going to continue to operate at the level of excellence observed by the team". The Army had stated that they are still working to give USMA amounts closer to the CSL. This represents an extraordinary degree of support by the Department of the Army, and comes very close to satisfying what the Middle States Accreditation Team had highlighted as severely serious deficiencies in the Academy's program areas; especially in Academics, the Library and in the buyout out of the backlog of maintenance and repair.

The Superintendent stated that USMA will follow-up and make sure that the Department of the Army understands that this is a winning investment for them and that USMA can, by buying out a backlog, reduce the amount of funds that comes to the Academy each year for maintenance. Lieutenant General Christman informed the Board that the Department of the Army has been helpful in getting End of Year funds for the Academy for the last several years. These

funds are going towards the renovation of Lee Barracks, Washington Hall exterior, and Thayer Road.

The Superintendent informed the Board that the Academy currently has two additional "urgent minor" projects which he is working on with the Department of the Army. The first is a Satellite Fire Station which is to be located just behind the Post Exchange and which in great part is to serve the Stony Lonesome community, which consists of several hundred family housing units, the Post Exchange, Commissary and Shoppette. He stated that the project planning appears to be on track, but that it will be difficult to award it this Fiscal Year (FY). The second is the realignment of Stony Lonesome Road for the next fiscal year. Once the addition is made to Michie Stadium, there needs to be a more efficient way to get traffic up into the Stony Lonesome community from main post. The Academy received support from the Department of the Army on both of these projects. Each project will run approximately \$2 million and will be funded out of the Army's Urgent Minor Fund.

d. **PRIVATE FUNDING.** Lieutenant General Christman stated that the Academy has received an incredible series of private donations over the last two to three years. This has been accomplished in great part by the Association of Graduates. Ground breaking is to take place on the Kimsey Athletic Center this summer. This is the largest privately funded project of any service academy. All together, approximately \$40 million dollars in private funding are going towards the Kimsey Athletic Center and the Hoffman Press Box to upgrade a woefully inadequate facility. Private funding for Shea Stadium, a class project of \$2.3 million; over \$4 million going to class projects including the Thayer Walk (Class '65); and \$3 million by Mr. Bill Simon, former Secretary of the Treasury, for the Center for the Professional Military Ethic. The Superintendent stated that the only area that the Academy still needs some assistance with is the Rowing and Sailing Center since the lead donor backed out of this project.

Lieutenant General Christman informed the Board that the synergy is enormous. Just as donors ask, "Why can't donors do more?", Congress asks "Why can't alumni do more?". When the Academy shows the donors what Army and Congress are doing, and when we show Congress what alumni are doing, it helps in every domain. It helped the Academy get Arvin CPDC through the Army, Office of the Secretary of Defense (OSD) and Office of Management and Budget (OMB) demonstrating to them that Margin of Excellence projects are underway.

Lieutenant General Christman stated that the Academy lawyers have opined, based upon discussions with General Counsel and the Office of the Staff Judge Advocate, that no legal change is required to the legislation that would grant authority to the Superintendent to solicit gifts for the benefit of the Academy. Once a donor indicates to the Academy an intention to give, it is

perfectly acceptable for the Superintendent in working with that donor to help the donor arrive at a final giving level. In the past, the Superintendent has been constrained from doing so out of the fear that he was in contravention of Joint Ethics Regulation boundaries. The lawyers are now comfortable, that the Superintendent can work with AOG as a president of a university and further private donation tasks.

In conclusion, Lieutenant General Christman briefed the Board on his recent visit to Kosovo. He stated that he is very impressed with the professionalism of recent USMA graduates. He stressed the importance of the international cadet representation to the Academies. Currently, Congress authorizes up to 40 international cadets over and above the 4,000 cadets. The Academy has offered admission for the Class of 2004 to nine candidates from eight countries (Cameroon, Dominican Republic, Honduras, Jordan, Kyrgyzstan, Lithuania, Panama and Philippines). Based upon Congressman Buyer's intervention, the Academy only has ten full-cost waivers for all of the future classes coming into the Academy. The Superintendent stated that the Academy would probably offer full-cost waivers to four or five candidates, and a 50% cost waiver to the remainder. The Superintendent believes the international representation needs to be increased given the Academy's engagement internationally; he could support an increase up to 60. He stated that he would like to continue to work this issue with his counterparts at the other Service Academies.

6. COMMANDANT'S UPDATE. Brigadier General Olson began his briefing by stating that the education arena is probably his significant focus area at this time. The Commandant stated that he is currently reviewing Military Intersession. The Academy conducts its Military Science instruction between the two semesters, a period called Military Intersession. The Commandant informed the Board that the Academy is going to execute an intersession for AY 00-01, but beyond that, the Academy is looking at some alternatives, which may have Military Science integrated back into the normal Academic Year curriculum.

In the Physical Program arena the Academy will be adjusting to two intramural rounds (Fall & Spring) for the Academic Year as opposed to the current three. This decision was made because of ongoing construction at the Arvin CPDC; moreover, the state of the gym now makes it very difficult to support a winter round of intramurals. Next Academic Year it will be impossible to use Arvin CPDC in the winter months. In place of the winter intramural program, the cadets will be offered cadet individual physical development, which will include clinics and various programs where they can work on physical/personal fitness. The Academy will host some tournaments (boxing brigade open, wrestling brigade open) during that time period as well. The Commandant stated that the cadets will be very active.

Next, the Commandant informed the Board that the Academy is going to be using essentially the same model for Cadet Basic Training and Cadet Field Training that it used last year. He stated that he believes both models are extremely successful. The Academy received very positive feedback from both Cadre and cadets last summer. The Commandant highlighted that Military Individual Advanced Development (MIAD) received superb support from the Army. Approximately one thousand cadets will participate in Airborne and Air Assault training. The Academy is using a revised screening and preparation process to improve graduation rates from these courses. Cadet Troop Leader Training (CTLT) also has tremendous support from the Army. Approximately twelve hundred cadets are scheduled to attend CTLT. In the Drill Cadet Leader Training (DCLT) program, the Academy is placing the cadets in officer positions. In the past, cadets have gone off and served as Drill NCOs, the cadets got a lot out of the training, but it wasn't exactly what the Academy wanted in terms of officership.

The Commandant updated the Board on the Cadet Honor System, as requested by Mr. Robert Lyford at the February 24, 2000 Organizational Meeting. He began his update by informing the Board that the Honor White Paper has been generally well received. There is a website set up and an e-mail link established, so that anyone who has any kind of feedback on the White Paper gets a response from the Center for the Professional Military Ethic, and in some cases, directly from the Superintendent. The Commandant stated that the Academy's effort over the next year or so will be to raise the effort in the respect area, to establish the respect program on equal footing with the honor program. The Academy has a very well developed honor program. The Commandant briefly went over the statistics with regard to Honor Cases. Of the total number of honor cases that went before a full board, approximately 50% are contested cases and 50% of the cadets admit during the process that he/she committed an honor violation. Of the contested cases approximately 50% were found guilty of an honor violation.

In conclusion, Brigadier General Olson stated that the Superintendent has the discretionary authority to retain found cadets. Not all cadets found in violation of the honor code are separated from the Academy. The Commandant informed the Board that he does not anticipate any radical departure, this year, from previous years statistics in terms of how the Superintendent is exercising discretionary authority.

Brigadier General (retired) Jude Patin asked, of those cadets that had been separated due to honor violations, how many were juniors and seniors. Brigadier General Olson stated that he does not currently have those statistics, but he would provide them for the Board.

7. DEAN'S UPDATE. Brigadier General Lamkin began his remarks by informing the Board of the final Middle States Accreditation (MSA) Report as

requested by Senator Kay Bailey Hutchison at the February 24, 2000 Organizational Meeting. He stated that the bottom line is that the Academy was positively affected by the Middle States Accreditation Team visit. The Academy received very strong, positive comments in the way that the Academy's programs are being run. However, the Academy faces challenges, predominately in the area of funding. The Dean stated that preliminary assessment shows the Academy need for an additional \$9 million for the Academic Program, per year. The Academy prepared, as an institution, a report called REFOCUS, which showed what it would take to resource its programs according to its vision. The Academy began with the POM process, including the areas of civilian staff and salaries; automation and laboratories; and major support for the Library. The Dean stated that just about everything the Academy has proposed has been validated through reviews by the Army Audit Agency (AAA) and the Army's Program Assessment and Evaluation organization (PAE).

More specifically, the Dean stated that the Library should be the center of the educational program. For the past decade, the Library has been severely under funded in terms of staffing, collection development and facilities modernization. Currently, the Library has a good automation system, which needs constant upgrades, but is in good repair. The MSA report states "The team strongly believes that the library, as the academic core of the campus, should have a high priority claim on funding for facilities, collection development, and hours of service". This means a funding increase of \$2 million per year to sustain the Library, plus whatever additional funds are required for expansion and modernization.

Brigadier General Lamkin informed the Board that the Academy developed an extensive vision for the Library. Essentially, the Academy is aiming for real-time access to knowledge. In order to fund this, in terms of collection development, staff upgrades, and automation means an OMA increase of approximately \$1.5 million, which is being considered as part of the POM process. The Library also needs approximately 60,000 additional square feet, which has also been validated by the AAA, which supports Military Construction Activity (MCA) dollars for new construction and renovation. This issue is being addressed in REFOCUS, current POM and the future mini-POM. The Dean stressed that the Academy is looking for the most cost-effective way to enhance the Academic Program. In the interim, with Congressman Charles Taylor's assistance, the Academy also worked with the Library of Congress to make some immediate changes and improvements to the Library.

In conclusion, Brigadier General Lamkin stated that the Academy received a very solid report from the MSA. He added that there was a lot of hard work in preparing for the visit in terms of the Academy's self-study. The Academy is looking at solid programs that are under resourced. He believes that the

resourcing is going to be supported in the longer term, and he asked for the Boards continued support.

Brigadier General (retired) Jude Patin questioned what the follow-up action is to the Middle States Accreditation Report. The Dean stated that the Academy has a five-year interim report that is performed routinely. The report refers to progress with issues raised in the MSA Report.

8. OFFICE OF THE DIRECTORATE OF INTERCOLLEGIATE ATHLETICS (ODIA). Mr. Ed Rose, Assistant Director of Athletics began his briefing by stating that the Mission Statement of ODIA is to be reviewed and updated periodically to accurately reflect the USMA mission and intercollegiate athletic role.

Mr. Rose informed the Board that the Academy has recently been notified by the NCAA Division 1 Committee on Athletics Certification that the Academy was certified on February 14, 2000.

Mr. Rose stated that the Directorate of Intercollegiate Athletics' (DIA) Action Plan is emphasizing recruiting intensity, productivity and priority via presentations, performance evaluations and mentorship. The Academy is emphasizing, to the coach, to be constantly aggressive, and to recruit on a daily basis. These actions are what will get the Academy into a very highly competitive arena (NCAA Division 1).

Mr. Rose informed the Board that major donors have been very supportive of DIA's fiscal plan. DIA, in turn, needs to reinforce the wide-base of alumni support by developing operating income. This will keep Academy sports on a firm and competitive standard. The ODIA has been working closely with the Association of Graduates (AOG) and has tried to develop constituencies that are out in the athletic arena (former letterman). Keeping former athletes in touch with AOG helps establish the belief that DIA can put their best athlete out on the field. It also contributes to attracting highly competitive, and strong leaders to the Academy.

Next, Mr. Rose briefly spoke to the Board about ODIA's Conference Affiliation, which the Superintendent has been pursuing with interest over the last couple of years. He informed the Board that the Academy has accepted membership in the Metro Atlantic Athletic Conference (MAAC) Hockey League in order to develop localized rivalries, and reduce travel expenditures. Membership in MAAC will provide the Academy the opportunity to host conference tournaments and ensure an NCAA bid opportunity.

In conclusion, Mr. Rose stated that the development and construction of athletic facilities would demonstrate a commitment to a competitive 1A program and attract, train and retain outstanding coaches, cadets, and staff.

9. **ADMISSIONS.** Colonel Michael Jones, Director of Admissions, began his briefing by going over the Admissions Mission Statement.

Colonel Jones informed the Board of the Class Composition Goals, and stated that the only category where the Academy will not meet its minimum requirement is African Americans (again). The goal for this category is 10-12%; the Academy is at 8%. All other categories are in good shape. Female recruits have increased from last year (approximately 17% of the Class of 2004 will be females). He added that there is consistency in the quality of the candidates that the Academy receives.

Colonel Jones informed the Board that the Academy has resurrected Educator Visits. The Academy has gone without these visits for the past six years. This is a very important way for the Admissions personnel to get inside of schools around the country. Admissions ran three Educator Visits this past year, which were very successful. Colonel Jones added that the Academy is focusing on schools west of the Mississippi, which is where the Academy competes for candidates with the Air Force Academy.

With the help of AOG, Admissions received two endowments. One of these endowments is the Stephen and Lucy Draper Endowment (\$250,000), this allows for visits of candidates and educators from the state of Georgia. For the fourth year, AOG has given Admissions almost \$35,000 to bring in minority candidates to West Point for a visit. Admissions found that this is a very attractive program, and a program with a high yield for the Academy. This past year 75 minority candidates visited for a three day period, Colonel Jones stated that out of those 75 candidates he expects a minimum of 65 will become members of the Class of 2004.

Colonel Jones concluded by informing the Board of prospectus rollover, a process of mailing applications to high school juniors who are in the second semester. This increases applications by 43%; historically the numbers have been 7,500 to 8,000; for the Class of 2004 it is 11,400. The Academy will see a large increase in applications for the Class of 2005, as a result.

Lieutenant General Christman stressed that the Academy cannot rely upon the media to advertise West Point. While recent articles from publications like Rolling Stone, and Parade magazines have been helpful; more can be done to solicit high quality candidates. The Academy needs the Congress to get actively involved in selecting candidates for nomination. There are currently twelve Congressmen/women that have failed to nominate a candidate in at least one of

the last five years. The Superintendent stated that alumni should encourage their Congressmen/women to hold fairs announcing the openings at USMA, then make the nominations accordingly.

10. IMPACT AID. Mr. Ned Kopald, President of the Highland Falls School Board, began his briefing by thanking the Superintendent, Congresswoman Kelly and the board members for all of their assistance with the Highland Falls/Ft. Montgomery School District.

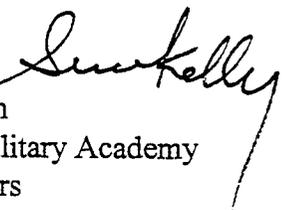
Mr. Kopald stated that the school district is dealing with Impact Aid for the loss of significant actual land. A great proportion of this land was taken just prior to World War II. In excess of 60% of the land in the Town of Highlands is maintained with federal ownership. Fortunately, the Highland Falls School District received \$1.16 million during the current fiscal year (which is just 9% of its total budget). Mr. Kopald added that the history of Impact Aid comes from a dramatic release of land and a corresponding moral commitment from Congress. Congressional financial support stems the loss from the land growth tax base.

Mr. Kopald stated that the school district is asking that the Congress and the board members extend whatever help they can, to reauthorize the existing legislation. The reauthorization is a proposed five-year program, which prevents an annual fight for Impact Aid.

In conclusion, Mr. Kopald informed the Board that in recent years (more particularly this past year), as a result of the funding levels, which the school district has received, they were able to make significant improvement from the standpoint of meeting the new New York State standards. These include curriculum mapping, technology upgrades, enrichment, and advanced placement with Syracuse University thus providing a higher level of challenge and opportunity for the students. These are critical for the school district to fulfill its obligation both to the West Point students, and the community at large.

Congresswoman Kelly stated that she is very hopeful that Congress will be able to authorize the funds that the school district needs in order to maintain the level of excellence that exists. She added that there is nothing in the President's budget for Impact Aid, but Congress intends to pursue this in upcoming legislation.

11. **ADJOURNMENT.** Congresswoman Kelly thanked all present for attending the meeting and reminded everyone that the next Board of Visitors meeting is scheduled for Friday, 17 November 2000, which includes an Army football game on 18 November. There being no further business to discuss, Congresswoman Kelly adjourned the spring meeting of the Board of Visitors.

SUE KELLY 
Vice Chairperson
United States Military Academy
Board of Visitors


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

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**AGENDA
 SPRING MEETING
 UNITED STATES MILITARY ACADEMY BOARD OF VISITORS
 MONDAY, 8 MAY 2000**

- 0800-0915 Breakfast @ Hotel Thayer & Free time
- 0915-0930 Meet in Hotel Lobby
- 0930-0940 Enroute to Thayer Hall, Room 306
- 0945-1145 Roundtable discussion with Faculty Members
- 1145-1155 Enroute to Washington Hall
- 1155-1205 Meet Cadet Escorts & Observe Lunch Formation
- 1205-1235 Lunch with Cadets
- 1235-1300 Enroute to Superintendent's Conference Room, Taylor Hall
- 1300-1530 Official Meeting

Call to Order	Congresswoman Kelly
Administrative Remarks	LTC Verbiest
Chairman's Remarks	Congresswoman Kelly
Approval of Organizational Meeting Minutes	Board Members
Remarks by the Representative of the Secretary of the Army	Mr. P.T. Henry
Superintendent's Remarks	LTG Christman
Commandant's Update	BG Olson
Dean's Update	BG Lamkin
Athletic Program Update – ODIA	Mr. Rose
Admissions Update – DAD	COL M. Jones
Impact Aid Update – HF School District	Mr. Kopald
Closing Remarks/Adjournment	Congresswoman Kelly

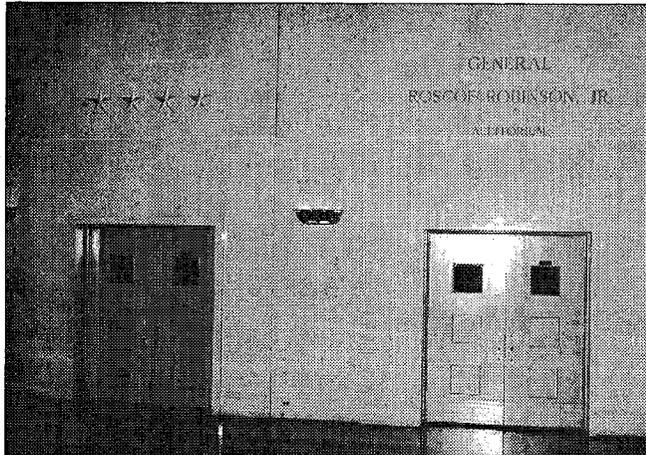
- 1530-1600 Congressional Members enroute to 2nd Aviation
- 1530-1545 Presidential Members enroute to Hotel Thayer
- 1545-TBD Free time, dinner at leisure & RON for those remaining at West Point



USMA Leader Team Brief to the Board of Visitors 8 May 2000



Dedicated 7 April 2000

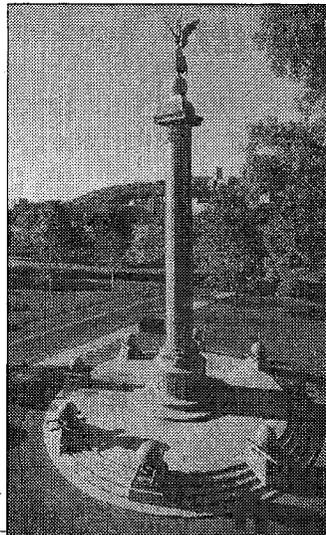


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Agenda

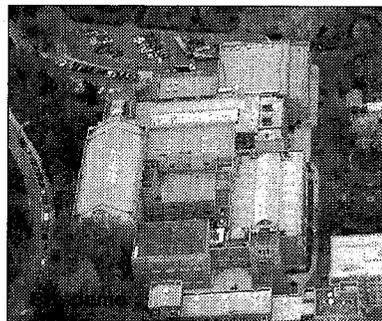
- **Superintendent --**
 - Arvin CPDC Update
 - Army Funding, Private Giving
 - Others
- **Commandant --**
 - Military and Physical Program review updates; Summer Training preview
 - Values Education; Honor Statistics
- **Dean --**
 - Middle States report
 - Academic Program challenges, & Action Plan Updates
- **Superintendent --**
 - What we need from BOV



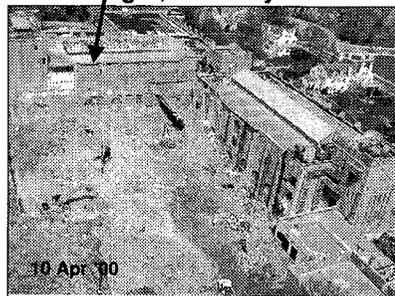
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Arvin CPDC Update:

- Awaiting results of Congressional marks; \$77.5M appears on track
- Status of project:
 - Phase I initial demo is 88% complete as of 1 May '00
 - Created Phase IA --\$3-4M project to be awarded "Invitation For Bid (IFB)." Involves:
 - Remaining utility bridges
 - Demolishing Building B
 - Rock removal and excavation



Building B, North Gym Stack



Arvin CPDC Update:

Phase IA (complete demo). Schedule:

- | | |
|--------------------------------|----------|
| • Awarded contract mod to A/E: | Apr 4 |
| • Complete design repackage: | May 8 |
| • Award | Jul 31 |
| • Construction complete | Apr 2001 |

Status: A/E working on repackaging.

Phase II/III (construct reduced scope structure). Schedule:

- | | |
|------------------------------|--------|
| • Finalize scope of work | Apr 00 |
| • Award Mod to A/E | May 00 |
| • Redesign completed | Jan 01 |
| • Award Construction Project | Apr 01 |

Status: at Design Code 4, awaiting finalization of design scope and negotiation of design fee



Arvin Funding continued:

• \$85.0M - \$77.5M = \$7.5M cuts required

Proposed Cuts/Adds:

• West Gym Stack	\$4.0M
• Gymnastics	\$1.3M
• Hayes work (OMA)	\$0.6M
• Add premium for repackaging	(\$0.2M)
• Add escalation for bid delay	(\$0.8M)
• Central Stair Enhancement	\$1.0M *
• Southeast Entry & Hayes Corridor	\$0.3M *
Total	\$6.2M

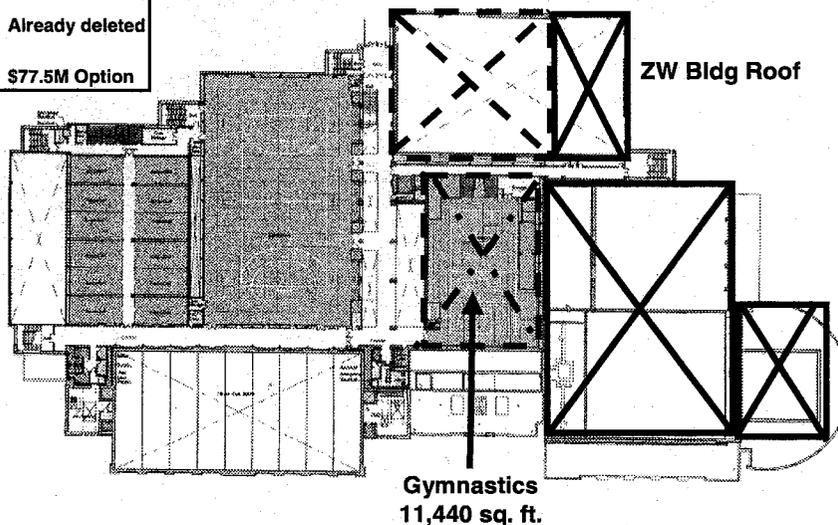
Total Cuts Identified = \$6.2M

* possible restoral thru gift funds as separable options

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Cuts Explained: Arvin 4th Floor

Already deleted
 \$77.5M Option



Arvin Cadet Physical Development Center

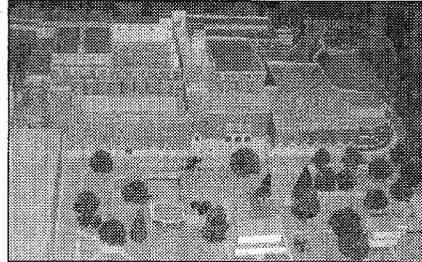
- Activity
- Abstration
- Pond
- Fitness / Weights
- Physical Services
- Locker Rooms
- Utility / Service
- Calculation
- Administration
- Storage
- Revision

Floor 4 - El. 217.00'



Funding Strategy:

- Incorporate proposed cuts and gift options (\$6.2M)
- Request to advertise at \$1.3M above the PA (ACSIM supports!)
- Monitor cost estimates closely as final design matures



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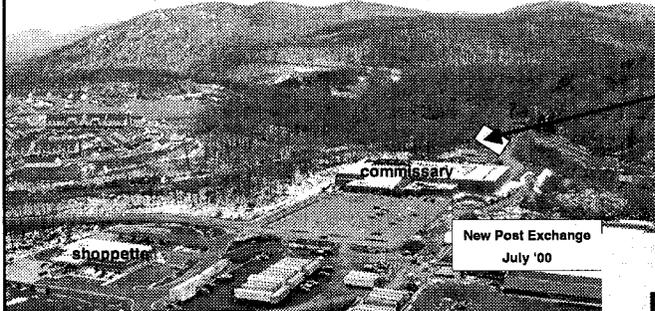
Arvin CPDC Recap:

- ✓ "We ain't there yet." Need confirmation of \$77.5M from Chairman Hobson or "silence" in this year's language
- ✓ Need approval to advertise above PA (ACSIM supports)
- Bid climate in New York poses project execution risk

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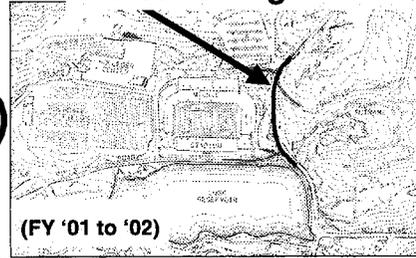
“Urgent Minor” Construction:



Two Company, Satellite Fire Station

(FY '00 to '01)

Stony Lonesome Road realignment

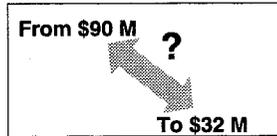


Need continued support for both of these projects!

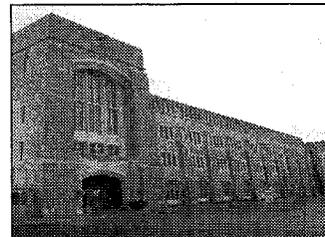


MCA Projects: Refining Cost Estimates

• Multipurpose Academic Building, FY' 04?



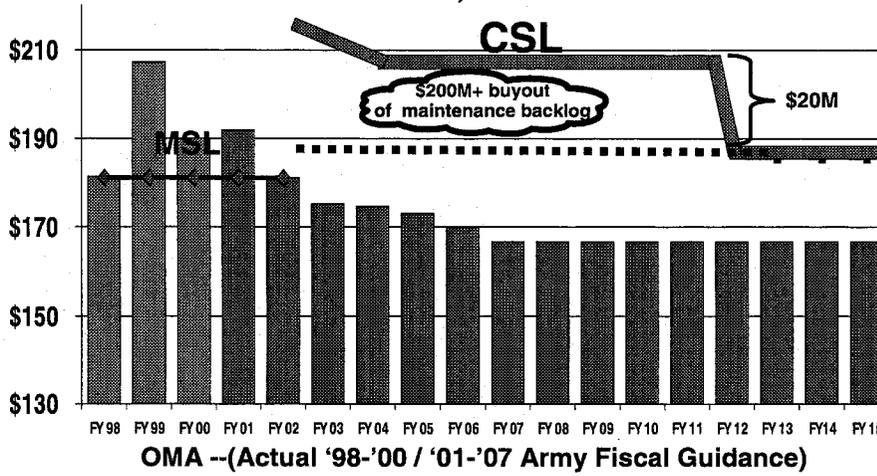
• Library and Learning Center, FY '06?



Need your continued support for the requirement; will add to FYDP next year!



Bottom Line Up Front: USMA Requires a Competitive Sustainment Level (CSL) of Funding Base File, 17 Jan '00



Source: USMA, DRM 17 Jan 00
Prepared by: USMA, OPA

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Constant FY00\$



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

- Concluded that USMA is a “healthy, vibrant institution that is achieving excellence in accomplishing its mission.”
- “...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”

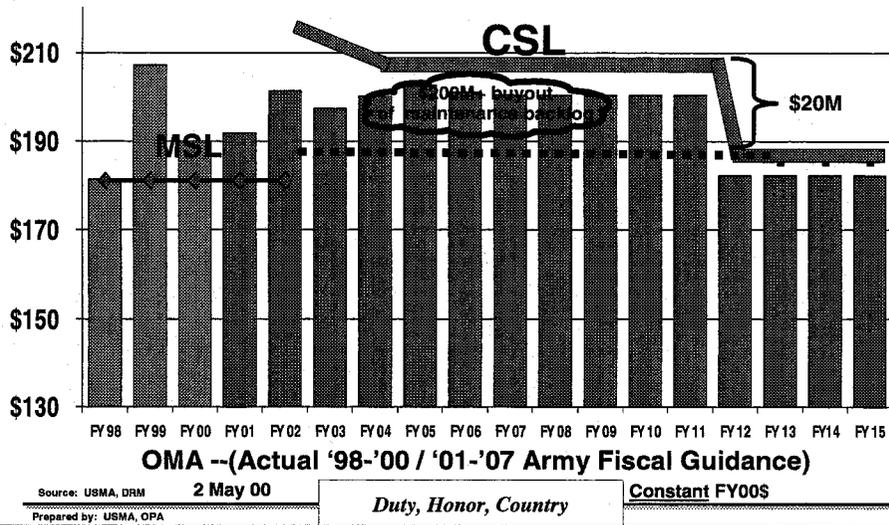
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12



Most Recent Data -- thru POM File 3.0, 2 May '00 (still being worked)



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USMA POM 02 - 07 Request

FY 02 - 07 Totals:

- POM start to MSL (\$42M)
(MSL Restoral)
- MSL to CSL (\$191M)
(assessed by AAA and PAE)
- Total Requested **\$233M**
- Total Funded thru POM File 3 **\$179M ***

*** Army decision is to fund at higher level -- a work in progress. When funded, will satisfy USMA requirements.**

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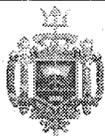


HQDA “MSL to CSL” Assessment:

- **AAA Report - supported 95% of issues examined.**
- **PAE independent assessment - have not seen report. Understand it was favorable.**
- **BOTTOM LINE: external looks supported USMA needs.**



CSL will level the playing field and bring West Point to a “competitive level” with peers:



- **“USNA 2010:”**
 - Renovate all classrooms, labs, libraries, and dorms at an average cost of \$45M per year through 2008, installing state of the art information technology
 - Rebuild or replace outdated athletic fields
 - Beef up the already highly regarded faculty
 - Step up efforts to raise private donations

Vice Adm John Ryan, National Defense, April '00



- **“The main issue has been whether the (Air Force) Academy deserves to be treated differently than the average installation. The Air Force leadership decided it does.”**

Memo for Superintendent USMA, from the Deputy Civil Engineer, Office of the Civil engineer, U.S. Air Force, 1 November 1996



POM Follow Up

- Will track and provide follow up reports to Army on progress with RPM sustainment and buyout of backlogged projects.
 - Will continue to look for efficiencies at West Point to accelerate RPM backlog buy out.
- ✓ **USMA will make the Army's commitment a winning investment!**

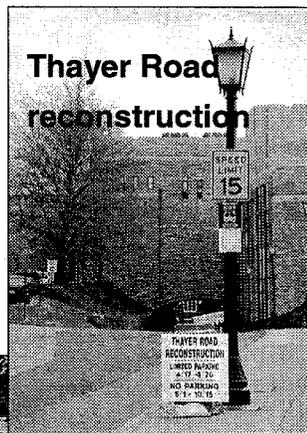
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OMA / FY '99 End of Year \$:



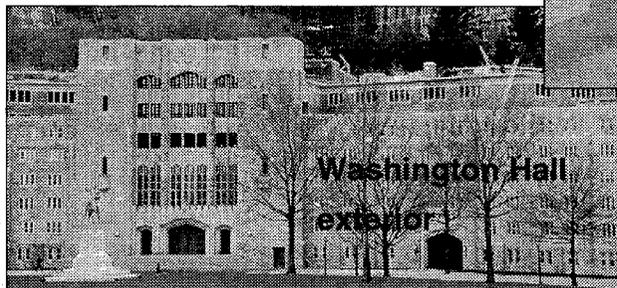
Lee Barracks renovation

Nov '99 to June '00



Thayer Road reconstruction

1 May - 15 Oct '00

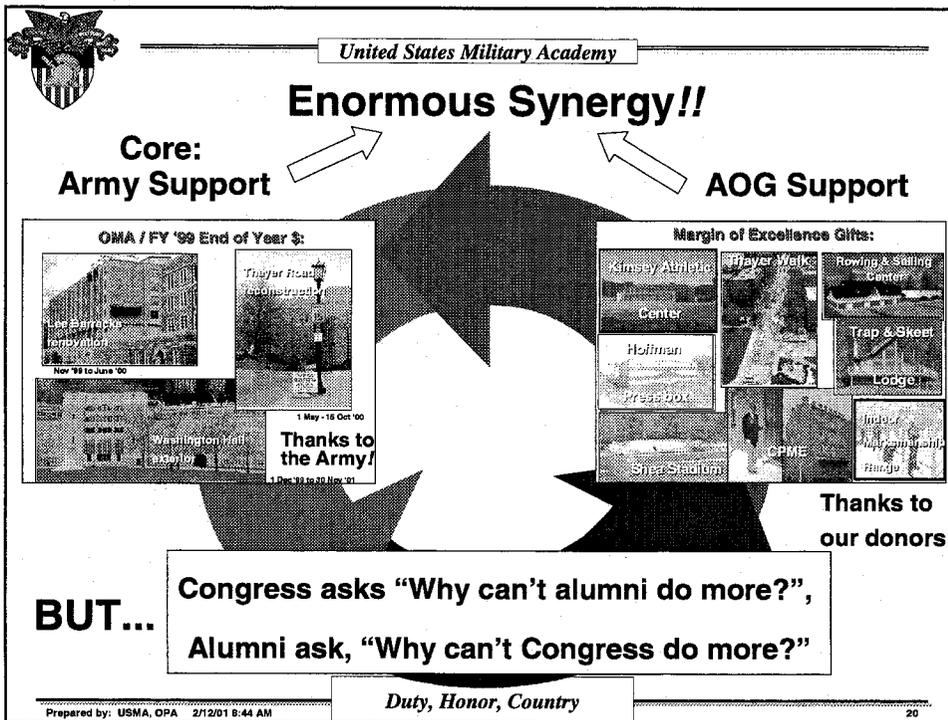
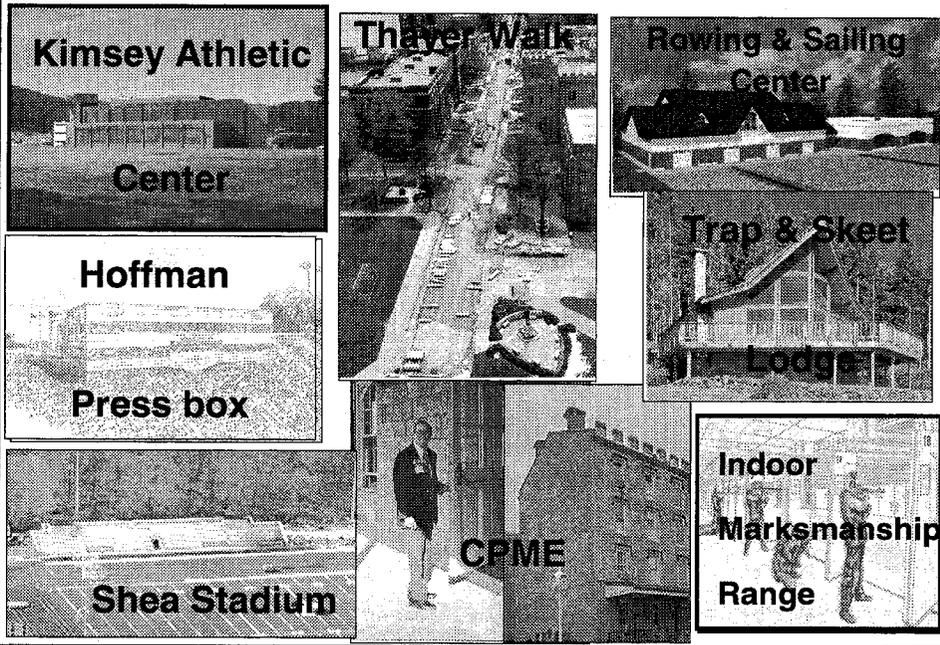


Washington Hall exterior

1 Dec '99 to 30 Nov '01

Thanks to the Army!

Margin of Excellence Gifts -- incredible!!





Legislative Issues

- **Update - authority for Superintendent to solicit gifts**
 - **Issue:** request change to legislation that will grant authority for the Superintendent, USMA to solicit gifts for the benefit of the Academy.
 - **Status:**
 - By “limiting the ask”, legislation is no longer required.
 - The Superintendent can act as "closer" when a potential donor is already cultivated. Some potential donors become reluctant when unable to speak to the Chancellor.

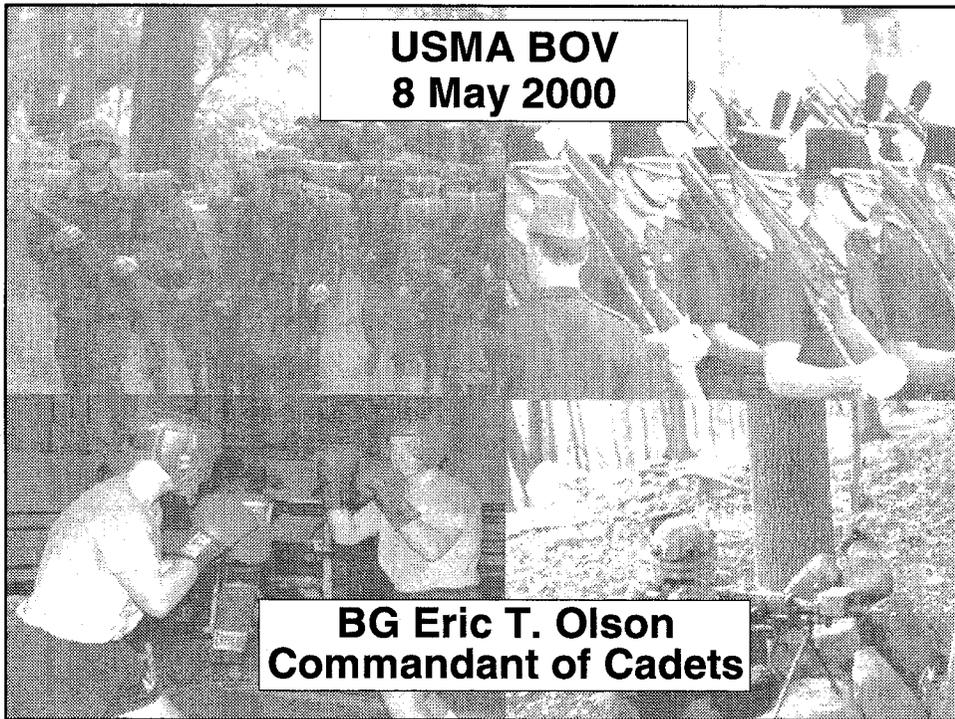


Nomination Authorities with No Candidates Nominated Class of 2004

District	Name	
CA32	DIXON, JULIAN C	(2)
CA33	ROYBAL-ALLARD, LUCILLE	(3)
CA52	HUNTER, DUNCAN L	(1)
DE62	ROTH, WILLIAM V	(1)
FL17	MEEK, CARRIE P.	(1)
IL01	RUSH, BOBBY L.	(1)
IL04	GUTIERREZ, LUIS V	(4)
MI16	DINGELL, JOHN D.	(1)
NY10	TOWNS, EDOLPHUS	(1)
NY12	VELAZQUEZ, NYDIA M	(1)
WI02	BALDWIN, TAMMY	(1)
WI09	SENSENBRENNER, F. JAMES	(1)

Further,
48 congressional districts have failed to nominate a candidate in at least one of the last five years.

() indicates number of years in last five with no candidate nominated



 *United States Military Academy*

Commandant's Assessment

Military Program - Solid!

- Integrating Principles of Officership throughout program
- Need to "turn down volume" of AY activities
- Need to decide on future relevance of Intersession

Physical Program - Managing through Arvin renovation

- Adjusting to 2 Intramural rounds (Fall & Spring) next AY
- Winter round focuses on Brigade Open competitions and individual fitness
- Completing Competitive Clubs review

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Prepared by: USMA, OPA 2/12/01 9:44 AM 24



Cadet Summer Training '00

Cadet Basic Training

- Basic Model - Solid!
- Retain capstone event
 - Operation Warrior Forge
- Must balance between soldierization & cadetization
 - Instill New Cadets with pride in being a soldier and a Cadet!

Cadet Field Training

- Basic Model - Best Ever!
- Retain capstone event
 - Operation Viking Thrust
- Focus on essence of Army Operations - Ground Maneuver

CBT/CFT

Focus is on Individual Leader Tasks

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Cadet Summer Training '00

Cadet Advanced Training

Military Individual Advanced Development

- Superb Army support
- Looking to improve array of opportunities/ schools offered
- Revised screening & preparation process to improve graduation rates

Cadet Troop Leader Training

- 1200 cadets scheduled
- DCLT Cadets to serve in officer positions

Focus on exposure and inspiration to the Army

Duty, Honor, Country



Values Education Initiatives

HONOR

- White Paper
- Practices Inconsistent Memorandum
- Honor Committee Action Plan

RESPECT

- Increased cadre coverage during CFT/CBT
- Improve Cadet Respect Curriculum with Values ET
- Conduct ECAS during Military Intersession
- Respect Committee Action Plan

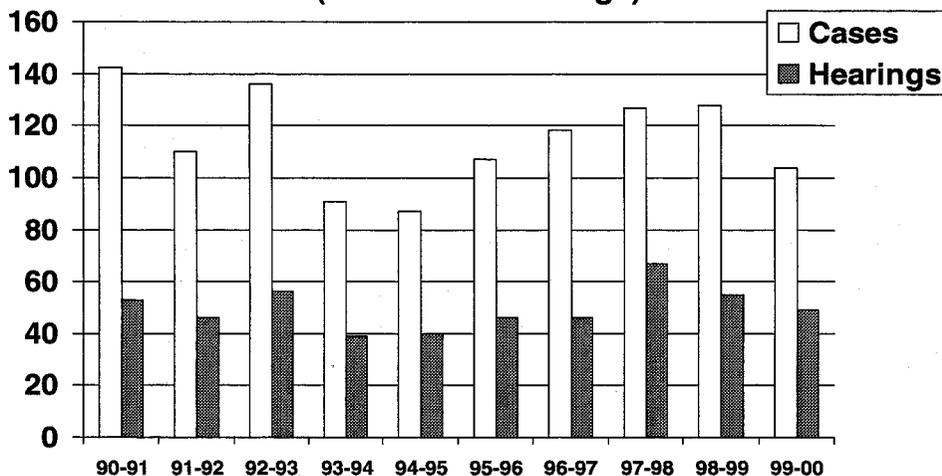
Synchronized efforts to enhance Corps awareness, reduce cynicism, and improve attitude toward both programs !

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Honor Statistics

(Cases and Hearings)



NOTE:
99-00 Data as of 1 May 00

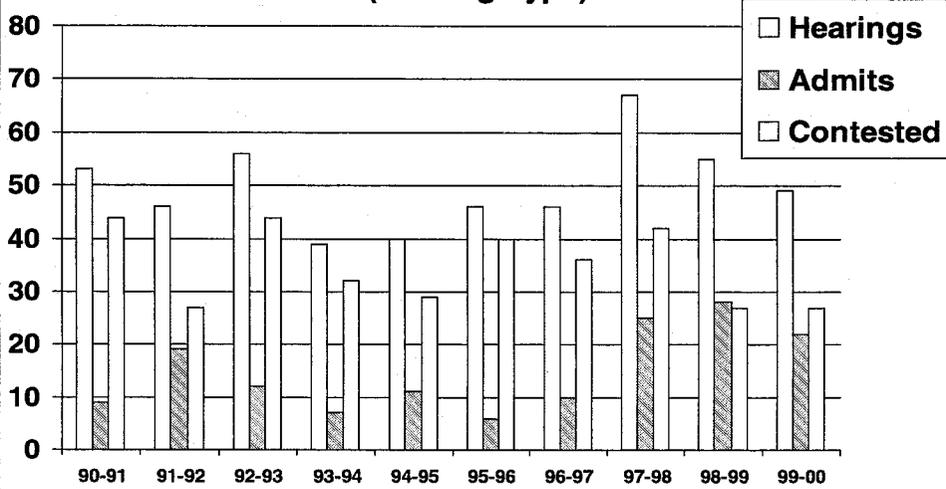
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United States Military Academy

Honor Statistics

(Hearing Type)



NOTE:
99-00 Data as of 1 May 00

Prepared by: USMA, OPA

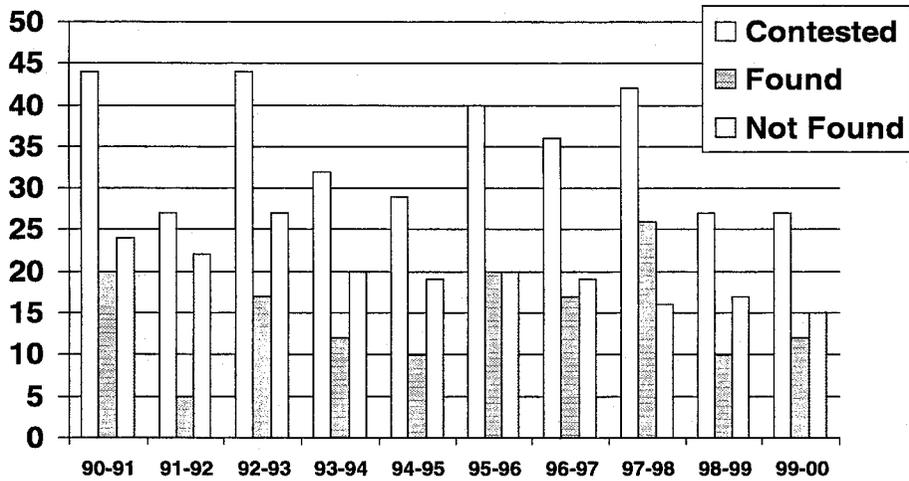
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United States Military Academy

Honor Statistics

(Outcomes of Contested Hearings)



NOTE:
99-00 Data as of 1 May 00

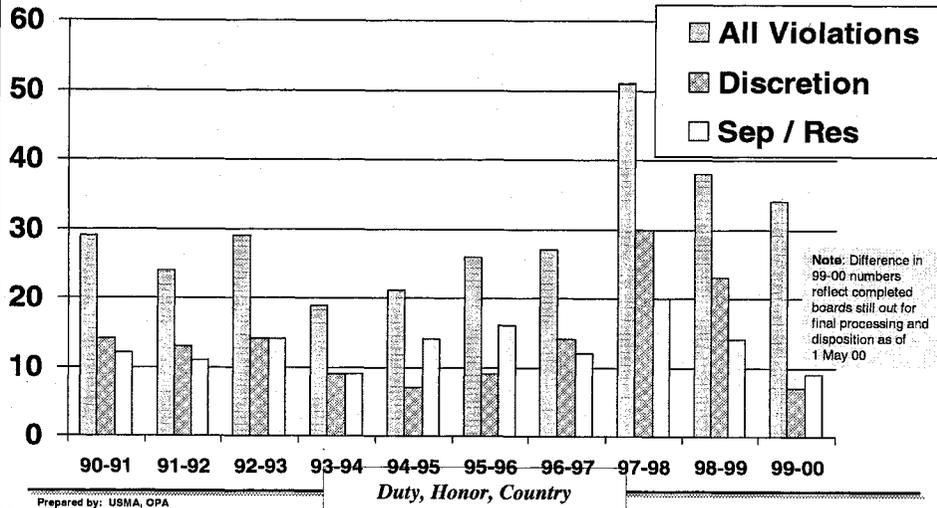
Prepared by: USMA, OPA

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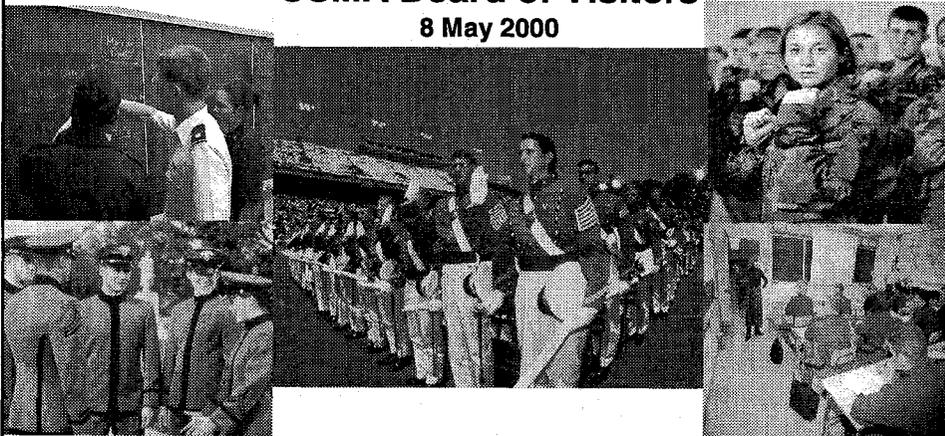
United States Military Academy

Honor Statistics (Dispositions of Found Cadets)



United States Military Academy

Academic Update USMA Board of Visitors 8 May 2000



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

Duty, Honor, Country

Prepared by: USMA, OPA 2/12/01 8:44 AM

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Final MSA Report

“ At its sessions on 23-24 February 2000, the Commission on Higher Education acted to reaffirm the accreditation of the United States Military Academy and to commend the institution for the quality of the report.”

**William B. DeLauder
Chairman**



Future Challenges: Identified in the Draft MSA Report

**Need for more consistent
and robust funding**



**Preliminary Assessment:
~ \$ 9M additional for
Academic Program**

“Army officers of the future must have a superior, broad based academic education to accomplish their missions - this requires full and consistent funding commensurate with peer institutions.”



Action Plan Update: Enhance Planning, Programming, and Budgeting

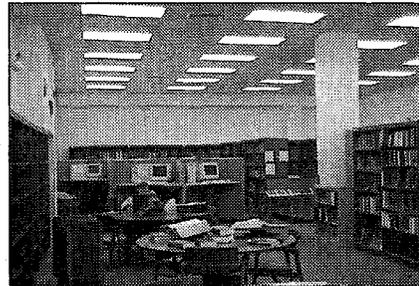
- **REFOCUS Report** → **Competitive sustainment**
 - Ties resources to vision and program requirements
- **POM**
 - Civilian Staffing & Salaries
 - Automation / Labs
 - Library
- **AAA and PAE review of CSL**



Future Challenges

Upgrade USMA Library

- Staffing
- Collection development
- Facilities modernization



Means funding increase of ~ \$2M per year to sustain the library
-Plus-
\$?M MCA for expansion and modernization

“The team strongly believes that the library, as the academic core of the campus, should have a high priority claim on funding for facilities, collection development, and hours of service.”

MSA Report



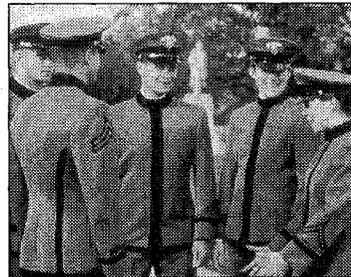
Action Plan Update: Upgrade and Modernize USMA Library

- Library Vision: Real-time access to knowledge; all types all the time
- OMA increase → \$1.5 M
 - Collection development
 - Staff upgrades
 - automation
- MCA → ~ 60K square feet additional
 - AAA supports MCA dollars for new construction and renovation
 - Issue addressed in REFOCUS, current POM, and future mini-POM
 - AE work underway
- Library of Congress Collaboration
 - Big pipes
 - Digitization
 - Multimedia learning center



Future Challenges

- Establish a strategic planning cell
- Conduct a strategic review of the cadet leader development system
- Implement faculty integration
 - faculty manual
 - academic freedom advisory committee
 - promotion and credential policies





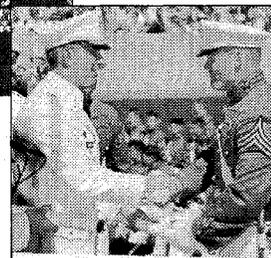
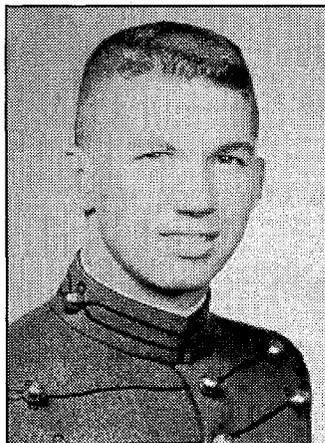
Action Plan Update: Assess and Revise Policies

- Strategic Planning Cell working
- Strategic review of the cadet leader development system in progress
- Faculty Manual being staffed
- Academic Freedom Advisory Committee
 - Draft policy and procedures being staffed
- Credentials and Promotion Committee
 - Align civilian and military faculty criteria and standards
 - Specify standards for each academic rank
 - Develop disciplinary guidelines for each department

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Thank you BG Fletch Lamkin!



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United States Military Academy

Grads "on point" in Kosovo

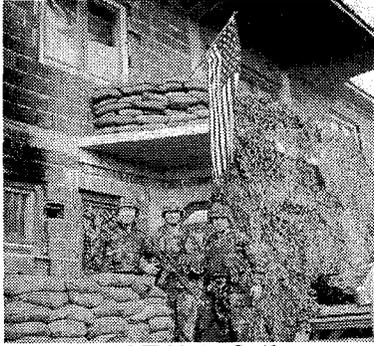



2LT Dave Blank,
USMA '98
Albanian city
of Gnjilane




MG John Abizaid,
USMA '73
CG, 1st Infantry Division
Duty, Honor, Country

1st Infantry Division



2LT Nate Self,
USMA '98
Serb village
of Pasjane

Prepared by: USMA, OPA 2/12/01 8:44 AM 41

United States Military Academy

International Cadet Representation Class 2003:

<ul style="list-style-type: none"> • Bulgaria  • Estonia  • Lithuania  • Nicaragua  	<ul style="list-style-type: none"> • Romania  • Slovenia  • South Korea  • Turkey 
---	--

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International Cadet Representation Class of 2004 Offered:

- Cameroon 
- Dominican Republic 
- Honduras 
- Jordan 
- Kyrgyzstan 
- Lithuania 
- Panama 
- Philippines 

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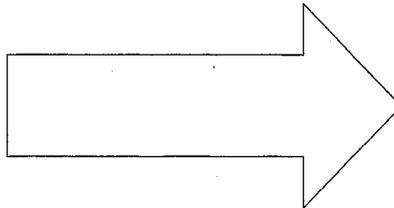
What We Need from BOV: A Review and Summary

- Continued strong support for Arvin CPDC 
- Support for follow-on MCA and Urgent Minor MCA 
- Thanks to DA for USMA's Competitive Sustainment Level 
- Help in getting the word out to Congress -- nominate! 

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Back ups



Nomination Authorities with No Qualified Candidates, Class of 2004 (Page 1 of 3)

District	Name	
AL03	RILEY, ROBERT R	(1)
AL07	HILLIARD, EARL F.	(3)
AR01	BERRY, R. MARION	(2)
AR03	HUTCHINSON, ASA	(2)
AR04	DICKEY, JAY W.	(2)
CA07	MILLER, GEORGE	(2)
CA09	LEE, BARBARA	(1)
CA11	POMBO, RICHARD W	(1)
CA14	ESHOO, ANNA G	(2)
CA20	DOOLEY, CALVIN M	(2)
CA26	BERMAN, HOWARD L.	(3)
CA29	WAXMAN, HENRY A	(2)
CA32	DIXON, JULIAN C	(2)
CA33	ROYBAL-ALLARD, LUCILLE	(3)
CA35	WATERS, MAXINE	(4)
CA37	MILLENDER-MCDONALD, JUANITA	(2)
CA38	HORN, STEPHEN	(1)
CA42	BACA, JOE	(2)
CA45	ROHRABACHER, DANA T	(1)
CA51	CUNNINGHAM, RANDY	(1)
CA52	HUNTER, DUNCAN L	(2)
CO01	DEGETTE, DIANA	(1)

146 congressional districts have had no qualified candidates in their district in at least one of the last five years.

() indicates number of years in last five with no qualified candidates



Nomination Authorities with No Qualified Candidates, Class of 2004

(Page 2 of 3)

District	Name	
DE62	ROTH, WILLIAM V	(1)
FL03	BROWN, CORRINE	(2)
FL17	MEEK, CARRIE P.	(2)
HI01	ABERCROMBIE, NEIL	(1)
IA01	LEACH, JAMES A	(1)
IA03	BOSWELL, LEONARD L	(1)
IL01	RUSH, BOBBY L.	(3)
IL04	GUTIERREZ, LUIS V	(4)
IL07	DAVIS, DANNY K	(3)
IN07	PEASE, EDWARD A	(1)
IN08	HOSTETTLER, JOHN N	(2)
LA02	JEFFERSON, WILLIAM J.	(2)
MA08	CAPUANO, MICHAEL E	(4)
ME01	ALLEN, THOMAS H	(1)
MI05	BARCIA, JAMES A	(1)
MI13	RIVERS, LYNN N.	(1)
MI14	CONYERS, JOHN	(4)
MI15	KILPATRICK, CAROLYN C	(1)
MI16	DINGELL, JOHN D.	(1)
MS02	THOMPSON, BENNIE G	(2)
MS03	PICKERING, CHIP	(1)
NC01	CLAYTON, EVA	(2)
NC12	WATT, MELVIN L.	(4)

() indicates number of years in last five with no qualified candidates

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Nomination Authorities with No Qualified Candidates, Class of 2004

(Page 3 of 3)

District	Name	
NJ10	PAYNE, DONALD	(4)
NY06	MEEKS, GREGORY W	(2)
NY08	NADLER, JERROLD	(1)
NY10	TOWNS, EDOLPHUS	(3)
NY12	VELAZQUEZ, NYDIA M	(2)
NY14	MALONEY, CAROLYN B.	(1)
NY15	RANGEL, CHARLES B.	(2)
NY17	ENGEL, ELIOT L.	(3)
PA01	BRADY, ROBERT	(3)
SC05	SPRATT, JOHN M	(2)
SC06	CLYBURN, JAMES	(2)
TX18	LEE, SHEILA JACKSON	(2)
VA02	PICKETT, OWEN B	(1)
VT61	LEAHY, PATRICK J	(1)
VT62	JEFFORDS, JAMES M	(1)
VTAL	SANDERS, BERNARD	(1)
WI02	BALDWIN, TAMMY	(1)
WI09	SENSENBRENNER, F. JAMES	(1)
WV01	MOLLOHAN, ALAN B.	(1)

() indicates number of years in last five with no qualified candidates

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Arvin Funding continued:

• **\$85.0M - \$77.5 M = \$7.5M cuts required**

Proposed Cuts/Adds:

- West Gym Stack \$4.0M
- Gymnastics \$1.3M
- Hayes work(OMA) \$0.6M
- Add premium for repackaging (\$0.2M)
- Add escalation for bid delay (\$0.8M)

Net Savings \$4.9M

Gift options:

- Central Stair Enhancement \$1.0M
- Southeast Entry & Hayes Corridor \$0.3M

Total Savings w/Gift: \$1.3M

\$4.9M + \$1.3M = \$6.2M



Arvin Funding:

- \$85M authorized by Congress
- (\$4M) less contingency
- \$81M revised authorization



Chairman Hobson impact

- \$77.5 New project authorization - amount agreed with HAC MILCON subcommittee

- *Implies a "cut" in scope of \$3.5M to execute project.*

✓ **BUT: COST HAS GROWN AS DESIGN DELAYED AND MATURED.**

✓ Current cost estimate for Arvin CPDC not \$77.5M, it's **\$85M!** (without contingencies)

Actual cost Phase I -- \$12.5M

Estimate Phase IA/II/III -- \$72.5M

Total cost \$85M

Actual "cut" in scope needed to build Arvin with \$77.5M is **\$7.5M!**



United States Military Academy

USMA POM 02-07
OMA ASSESSMENT THRU PF 3.0
 (000's, Current \$)

	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07
Start Point - 18 Jan 00	\$188,993	\$186,164	\$189,178	\$191,374	\$191,374	\$191,374
CSL Requirement	\$223,482	\$224,894	\$225,958	\$229,239	\$230,923	\$236,601
POM Shortfall	-\$34,489	-\$38,730	-\$36,780	-\$37,865	-\$39,549	-\$45,227
PF 1.0 Adj	\$7,714	\$9,610	\$7,427	\$9,485	\$14,356	\$19,486
PF 2.0 Adj	-\$1,372	-\$1,628	-\$1,643	-\$1,677	-\$1,573	-\$1,725
PF 3.0 Adj	\$14,656	\$15,344	\$21,761	\$24,562	\$22,434	\$21,261
Revised Shortfall	-\$13,491	-\$15,404	-\$9,235	-\$5,495	-\$4,332	-\$6,205

Notes:

1. Assumes that A76 savings will be achieved
2. Revised shortfall continues from FY '08 to FY '11

USMA's Total POM needs:

POM start to MSL: \$42M
 MSL to CSL: \$191M
 \$233M

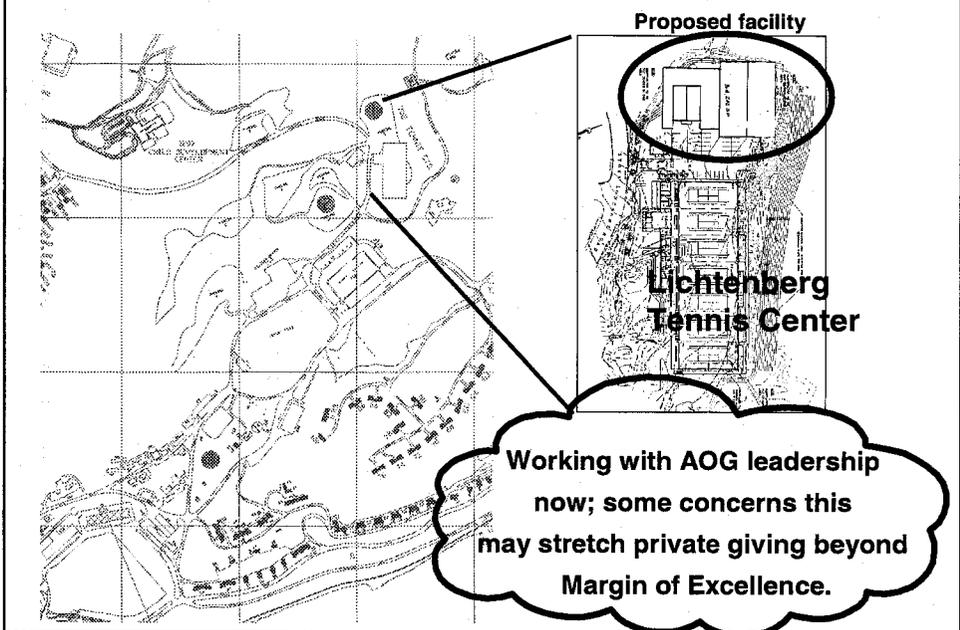
Greatly appreciate efforts getting us to a Competitive Sustainment Level!

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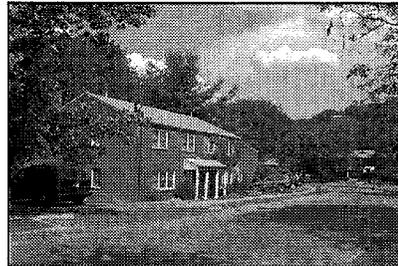
Future of Gymnastics: alternative sites





Family Housing

- **Need continued support for USMA portion of current Army Program.**
 - **Most Urgent: New Brick, FY '01-'03; \$27.5M**



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POM Funding Update

From Commander's Statement:

- OMA - need to be funded at CSL
- UMMCA - 2 urgent projects
- Family Housing - support our program
- MCA - 2 major projects

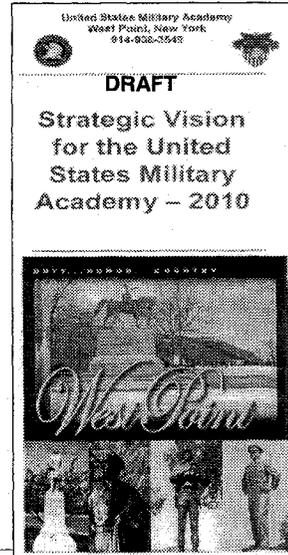
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"Strategic Vision for USMA -- 2010"

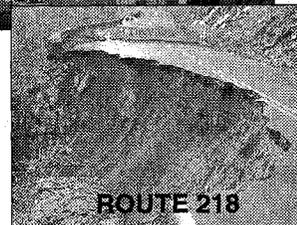
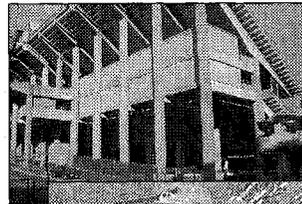
- Introduction
- Vision for the Institution
- Vision for Graduates
- Vision for Staff and Faculty
- Vision for the Command

To be published
this summer



FY '00 Budget

- Thanks for Michie Stadium seismic Phase I, \$5M. Work to begin July '00.
- Awaiting Hurricane Floyd help (tied up with supplemental bill).



FY '01 Budget

- Michie Stadium seismic Phase II, initial estimate at \$5M. (will refine)



 *United States Military Academy*

Commandant's Assessment

Military Program - Solid !

- Integrating Principles of Officership throughout program
- Need to "turn down volume" of AY activities
- Need to decide on future relevance of Intersession

Physical Program - Managing through Arvin renovation

- Adjusting to 2 Intramural rounds (Fall & Spring) next AY
- Winter round focuses on Brigade Open competitions and individual fitness
- Completing Competitive Clubs review

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Prepared by: USCC, SACSP 2/12/01



Cadet Summer Training '00

Cadet Basic Training

- Basic Model - Solid!
- Retain capstone event
 - Operation Warrior Forge
- Must balance between soldierization & cadetization
 - Instill New Cadets with pride in being a soldier and a Cadet!

Cadet Field Training

- Basic Model - Best Ever!
- Retain capstone event
 - Operation Viking Thrust
- Focus on essence of Army Operations - Ground Maneuver

CBT/CFT

Focus is on Individual Leader Tasks



Cadet Summer Training '00

Cadet Advanced Training

Military Individual Advanced Development

- Superb Army support
- Looking to improve array of opportunities/ schools offered
- Revised screening & preparation process to improve graduation rates

Cadet Troop Leader Training

- 1200 cadets scheduled
- DCLT Cadets to serve in officer positions

Focus on exposure and inspiration to the Army



Values Education Initiatives

HONOR

- White Paper
- Practices Inconsistent Memorandum
- Honor Committee Action Plan

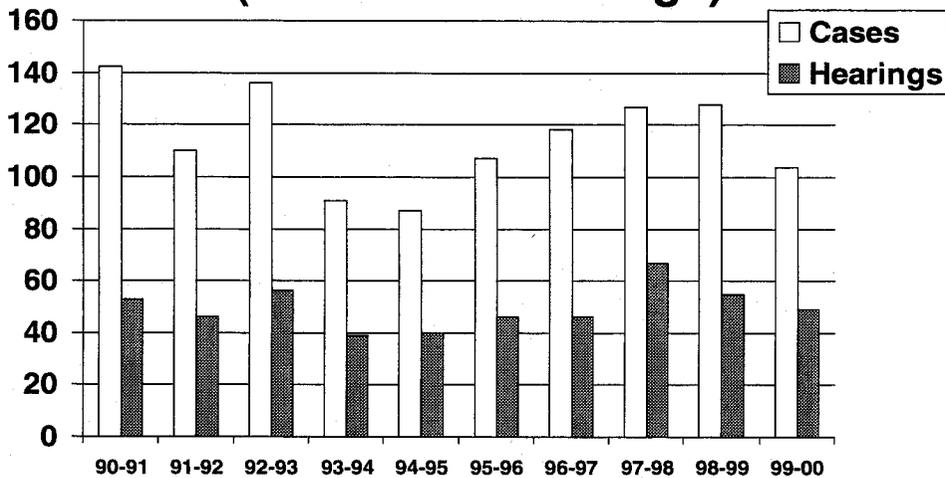
RESPECT

- Increased cadre coverage during CFT/CBT
- Improve Cadet Respect Curriculum with Values ET
- Conduct ECAS during Military Intersession
- Respect Committee Action Plan

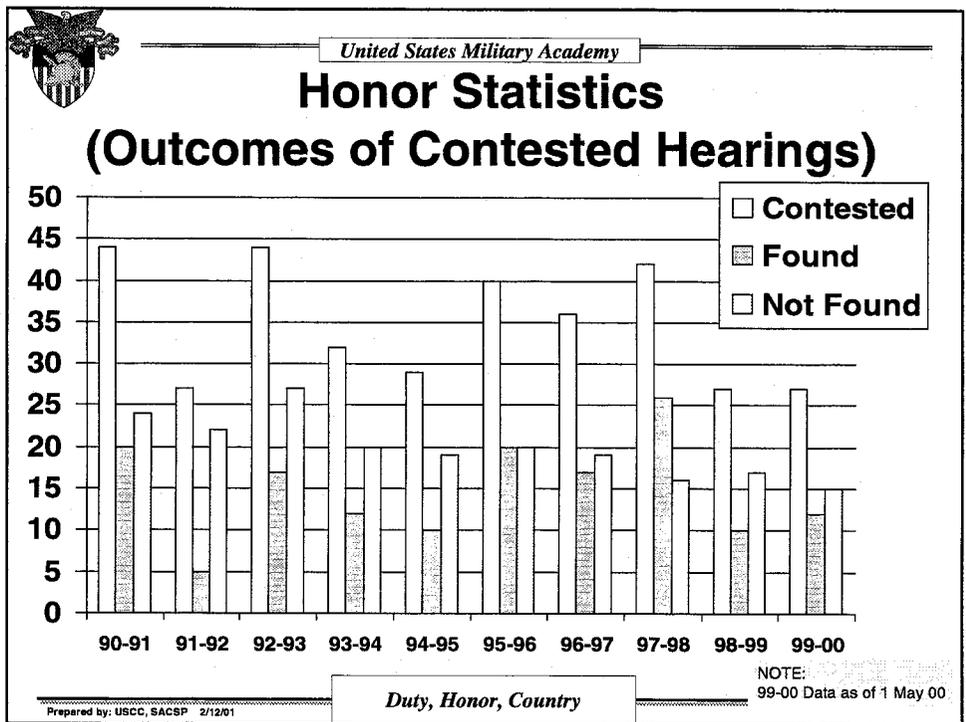
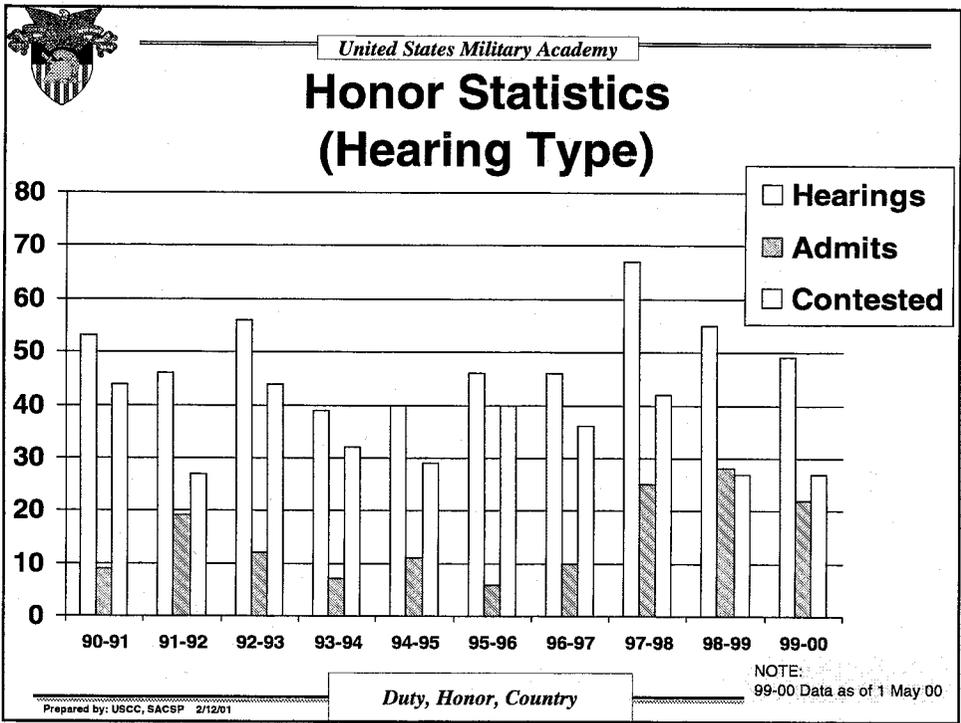
Synchronized efforts to enhance Corps awareness, reduce cynicism, and improve attitude toward both programs !



Honor Statistics (Cases and Hearings)



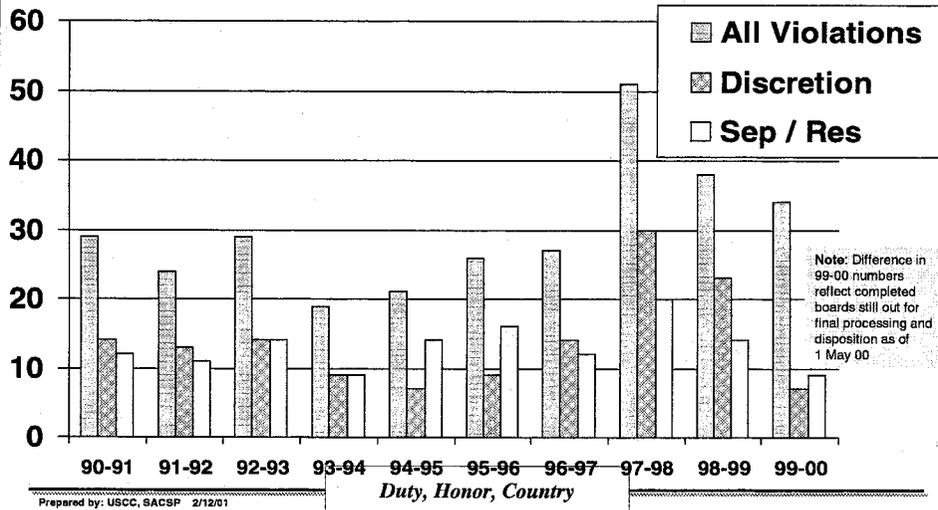
NOTE:
99-00 Data as of 1 May 00

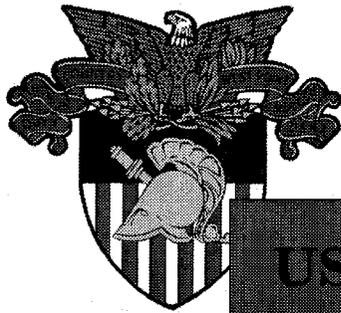




United States Military Academy

Honor Statistics (Dispositions of Found Cadets)





USMA ADMISSIONS

The Corps Starts Here

Briefing to members of the
Board of Visitors
COL Mike Jones, Director of Admissions
May 8, 2000

Duty, Honor, Country

Prepared by: USMA, DAD

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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 toward completion of West Point and a military career.
- To enroll a class of desired composition and diversity: scholars, leaders, athletes, minorities, women and soldiers.

Duty, Honor, Country

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Outline

- Current Class Summary
- Recruiting
- Minority Recruiting



Current Class Summary



Admissions Data

Category	CI 2004 27 Apr	CI 2003 Final	CI 2002 Final	CI 2001 Final	CI 2000 Final
Applicants:	10,885	11,471	12,442	12,734	12,873
Nominated:	3,978	3,986	4,243	4,292	4,387
Qualified:	2,260	2,160	2,088	2,046	2,066
Offered:	1,476	1,483	1,516	1,597	1,548
Enrolled:	~1180	1,134	1,246	1,192	1,187

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Class Composition Goals

Categories	Goals	CI 2004	CI 2003	CI 2002	CI 2001	CI 2000
		projected	final	final	final	final
		Accepts	Accepts	Accepts	Accepts	Accepts
Scholars	20-25%	235 20%	264	260	247	259
Leaders	20-25%	295 25%	254	286	282	259
Athletes	20-25%	240 20%	220	279	250	273
Women	10-15%	200 17%	189	192	188	188
Soldiers	12-15%	235 20%	203	212	189	172
African Americans	10-12%	95 8%	92	113	89	83
Hispanics	5-7%	95 8%	99	55	62	56
Asian/Pac. Isl.	4-6%	70 6%	101	103	79	97

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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 M 641	V 624 M 644	V620 M 644
Mean ACT:	E 27 M 29	E 27 M29	E 27 M28

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Class Profiles Consistency of Quality Over Time

	<u>CI 2003</u>	<u>CI 1981</u>	<u>CI 1971</u>
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	V630* 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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United States Military Academy

Recruiting

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United States Military Academy

Educator Visits

- Goal (conduct 3/year in Spring)
- This year

	27-30 Mar 00	3-6 April 00
Far West	23	4
Southwest	25	6
Great Lakes		9
Southeast		13
Mid-Atlantic		12
Northeast		1

- Focus west of Mississippi
- Rockwell International \$250,000

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Stephen and Lucy Draper Endowment

- Part I:
 - \$50,000 total (5 annual installments)
 - 1st installment: Georgia minority Educator Visit
 - Shift to other states after Georgia works well
 - Future gifts possible

- Part II:
 - \$250,000
 - Educator, candidate, Congressional Staff visits
 - Shift to other states after Georgia works well
 - Future gifts possible

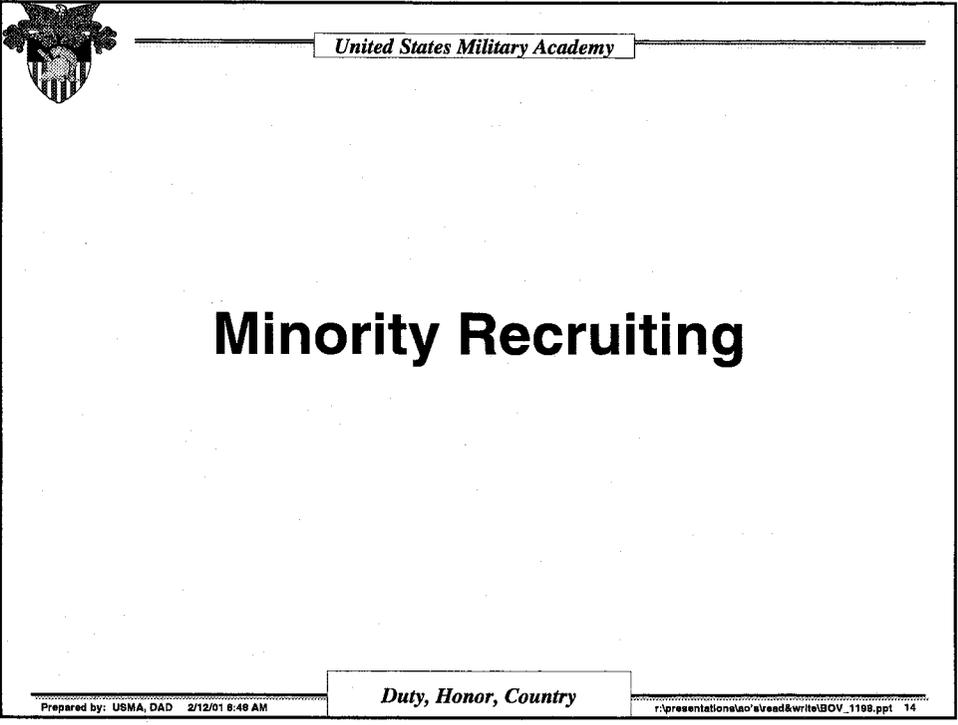
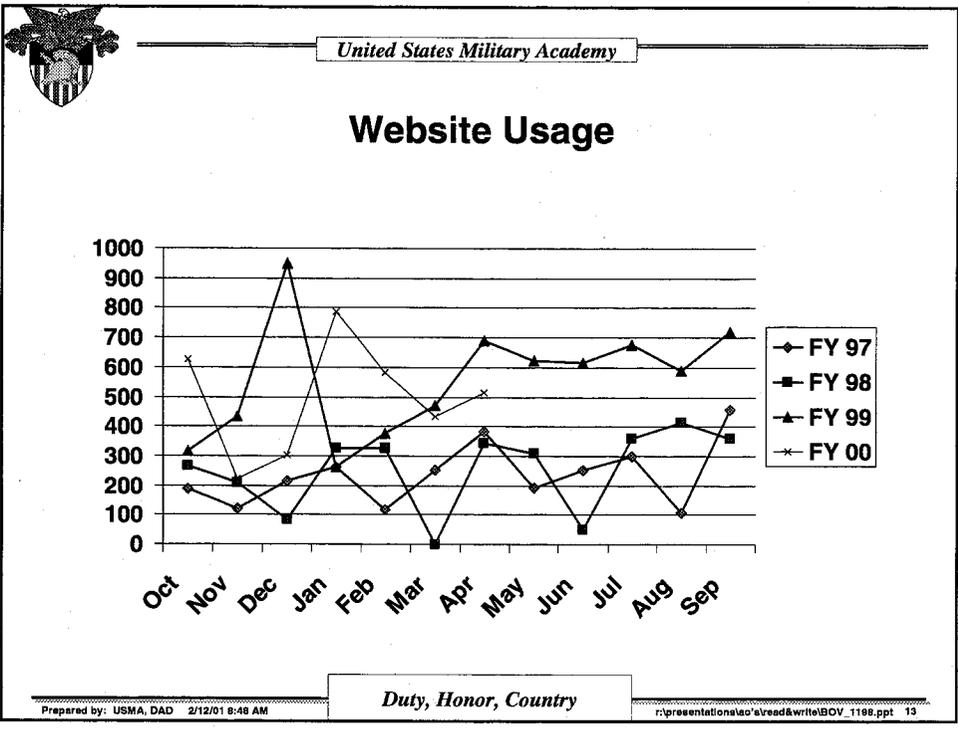
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ROTC Cooperation

- Admissions counseling theme stresses ROTC option
 - Data transfers to Cadet Command
 - USMA disqualification letter highlights ROTC option
 - 100 ROTC scholarships awarded annually by USMA
 - 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 Visit Program

- Funds provided by AOG; Arrangements made by DAD
- 8 Weekend Visits: September through March
- 102 Invites sent, 75 Candidates accepted invitation

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USMAPS Minority Visit Program

- Conducted 1 visit last cycle, plan 2 visits for next cycle
- Invited 12 candidates - 11 candidates accepted visit offer
- 8 of the 11 were offered USMAPS admission; all 8 have accepted
- This program bridges the USMAPS-USMA experience for candidates

Duty, Honor, Country



Shaping the Class of 2004 (as of 4 May)

Applicants	2003	2004	% Change
Total	11,454	10885	-5%
Athletes	3857	3094	-20%
Women	1698	1900	+12%
LOA**	862	939	+9%
Accepted*			
Leaders	282	295	+5%
Scholars	258	235	-9%
AfrAmr	87	94	+8%
Hispanic	76	84	+11%

*Comparisons as of 5 May 99 and 4 May 00

**Comparison as of 29 Dec 99 and 31 Dec 98

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Some Positive Trends

	<u>2003</u>	<u>2004</u>	<u>%change</u>
• Non-athlete files	7,594	7,779	+10%
• Prospectus rollover	8,000	11,400	+43%
World-Wide Web:			
– Contact	1,219	3,660	+200%
– Open Files	777	1,328	+71%
– Accepts	121(10%)*	215(5.9%)*	+78%

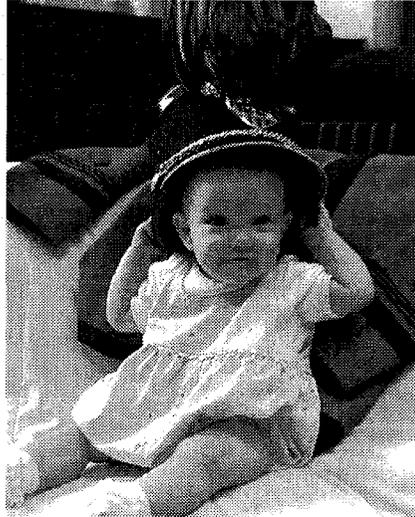
*Percent of www contacts who accepted offer of admission

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United States Military Academy

“Start ‘em young!”



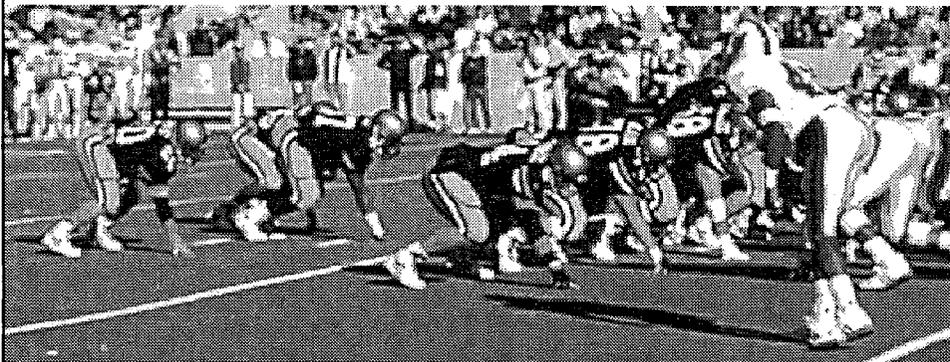
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United States Military Academy

GO ARMY!! BEAT AIR FORCE



BEAT NAVY!!

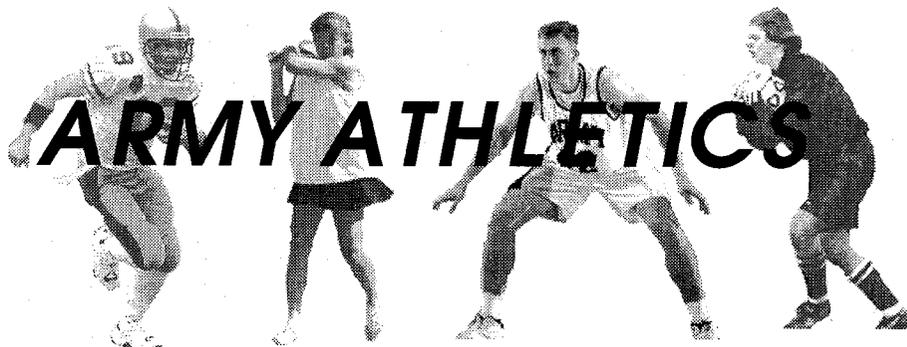


Duty, Honor, Country



United States Military Academy

Board of Visitors May 2000 Update



Army Athletic Association

Prepared by: USMA, DIA-SID

1



United States Military Academy

Intercollegiate Athletic Mission

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

- Mission statement to be reviewed and updated periodically to accurately reflect the USMA mission and intercollegiate athletic role

Army Athletic Association

Prepared by: USMA, DIA-SID

2



NCAA Certification Update

USMA notified by the
NCAA Division 1 Committee on Athletics Certification
that the Academy was certified on 14 February 2000

- Evaluation by Peer review team during campus visit -April 19-22,1999.
- Decision of Certification Committee released to press on Feb 17,2000.

Army Athletic Association

Prepared by: USMA, DIA-SIO

3



DIA Action Plan Areas of Emphasis

- ★ **Emphasize recruiting** intensity, productivity and priority via presentations, performance evaluations and mentorship.
- ➔ **Revamp external areas** (tickets, marketing and development) to improve relationship with donors, expand donor base, develop brand identity, improve customer care, and increase revenue.
- ➔ **Assess conference affiliations** to determine the most advantageous, competitive and effective relationships.

Army Athletic Association

Prepared by: USMA, DIA-SIO

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DIA Action Plan (continued)

- ➔ **Educate and reinforce coaches' and staff's role in honor education and compliance.**

- ➔ **Develop and construct facilities which demonstrate a commitment to competitive 1A program and attract, train and retain outstanding coaches, cadets, and staff.**

- ➔ **Expand and improve technology which dramatically enhances internal and external communication systems and provides valued teaching tools.**



Revamp External Operations

Revamp external areas (tickets, marketing and development) to improve relationship with donors, expand donor base, develop brand identity, improve customer care, and increase revenue.

Improve relationship with donors

- Created Director of Annual Giving position
- Developed Annual Fund procedures and timeline, placing priority on improved donor stewardship and communication
- Creating quarterly donor publication

Expanded Donor Base

- Soliciting AAA members for "A" Club gifts in spring 2000 Annual Fund Drive
- Restructuring "A" Club levels of giving
- Targeting new publics for annual solicitation, to include current season ticket subscribers, lapsed donors, individual game ticket buyers, and graduates/corps squad leaders

Improve Customer Care

- Refocused Ticket Office mission to emphasize service and customer care
- Will implement department wide customer service training/education program in Spring/Summer 2000



External Operations

Developed Strategic Realignment Initiatives in Fundraising

- Improved our business partnership between AOG and ODIA for fund raising initiatives.
- Reviewing the creation of Associations of Former Athletes, including "Friends of" entities for various sports (with charter/bylaws)-- e.g. Football Lettermans' Club.
- Creating "A" Club Board of Directors to steer initiatives in fundraising



TRADEMARKS / LOGOS

Goals:

To create a "family of marks" which is dynamic and consistent. The enhancement of the identity will assist in strengthening the athletic department's image to its desired target audiences. It is the Army Athletic Association's desire to elevate its image and increase positive consumer awareness and perception of the athletic department as it continues to grow and compete. The brand equity established with the enhanced identity will create brand awareness for the athletic department and attract potential business partners and revenue.

- Raise visibility of athletic program through enhanced primary and secondary marks
- Generate increased revenue stream through sales of merchandise bearing new marks
- Present consistent image of athletic department through usage of only specified marks on items such as uniforms, business cards and letterhead



Conference Affiliation

Assess conference affiliations to determine the most advantageous, competitive and effective relationships.

- Accepted membership in MAAC Hockey League to develop localized rivalries, reduce travel expenditures, provide opportunity to host conference tournament and insure NCAA bid opportunity
- Reviewed applications and advocated for the successful expansion of Conference USA football membership to include TCU (2001) and South Florida (2003)
- Currently working with Patriot League leadership towards expansion of conference membership (American University in 2001)
- Conducting informal discussions with other multi-sport conferences to determine mutual level of interest and viability



Honor Education / Compliance

Educate and reinforce coaches' and staff's role in honor education and compliance.

- Distributed Honor Case updates to appropriate staff and coaches
- Distributed Honor System handout
- Conducted 2 Values Workshops with CPME for Coaches (with review of 1951 Honor Scandal) - Aug 99 / Feb 00
- Will incorporate annual update at Sep coaches' meeting
- Added character development emphasis in media guides
- Posted Patriot League Code of Ethics to ODIA Homepage (also includes NCAA Position of Gambling)
- Emphasized at all team Eligibility Briefings for cadet-athletes
- Emphasized at all monthly coaches and staff meetings
- Commandant and DIA briefed several major teams
- Utilized new Coaches' Evaluation Form for emphasis



Facilities

Develop and construct facilities which demonstrate a commitment to a competitive 1A program and attract, train and retain outstanding coaches, cadets, and staff.

- Michie Stadium Athletic Complex (MSAC) groundbreaking 30 June 2000.
- Hoffman Press Box funded and design kick-off in February 2000.
- Reviewing Michie Seismic Retrofit Recommendations for structural adequacy/cost efficiency
- Completed Michie Stadium Lighting Design
- Seeking renovation design for athletic department administrative/coaches offices
- Investigating cost/benefit of inflatable bubble for Michie Stadium
- RFP for football scoreboard in development - May 2000



Technology

Expand and improve technology which dramatically enhances internal and external communication systems and provides valued teaching tools.

- Active participant/supporter of standardized hardware/software acquisition, installation and maintenance on an Academy wide basis
- Expanding coaches' access to Candidate Information System for Admissions updates
- Developing protocol to retrieve Absences/Missed Class Time Reports for follow-up by coaches
- Use of Real-Time Stats -- updated during the game (football and basketball home games)
- Expanded world-wide coverage of Army athletics on radio via the internet
- Acquired and implemented video editing systems for basketball and football
- Acquired and implemented new recruiting software for football



Inaugural Season under NEW head coach - Todd Berry

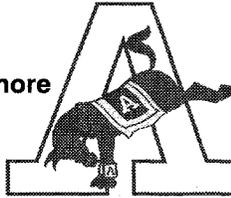
September 4 at Cincinnati
September 9 BOSTON COLLEGE
September 16 at Houston
September 23 MEMPHIS

October 7 at New Mexico State
October 14 at East Carolina
October 21 TULANE

November 4 Beat AIR FORCE
November 11 at Louisville
November 18 UA Birmingham

December 2 Beat NAVY at Baltimore

BEAT 'EM ALL!



Educating Tomorrow's Leaders

Impact Aid

for

Highland Falls - Fort Montgomery Central Schools District

Mr. Ned Kopald - School Board President

Dr. Geniene Guglielmo - District Superintendent

School Board: Roxanne Donnery

David DeLeo

Kevin D'Onofrio

Cathy Donovan

Jim Dunlap

Pat Flynn

Eleanor Lavelle

LTC Joe Myers



Educating Tomorrow's Leaders

Current Situation

The President's current budget has no provision for Section 8002 Impact Aid.

Last year, Congress provided \$32M following intense lobbying efforts.

8002 reauthorization is now pending: HR 3616
-- a 5 year reauthorization.

Impact on our School District

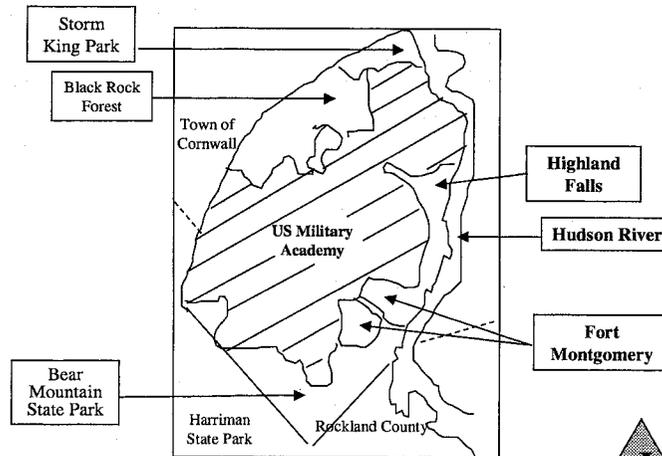
8002 Aid is \$1.16M -- 9% of our total budget.

We cannot weather year-to-year changes in appropriations if we are to sustain our programs for the future.

Our children deserve a permanent legislative solution!



Our District is Unique!



Recent Results of Special Amendment to Section 8002

- New Textbooks
- New Courses: Advanced Placement, and writing and language courses in partnership with Syracuse University
- Additional Staff, including 2 Social Workers
- Staff Development: Training to Meet New State Standards
- Curriculum Mapping
- Curriculum Development
- Technology Upgrade
- Technology in Classrooms
- Enrichment Activities
- Addressed Security Needs
- Update of Physical Plant



Educating Tomorrow's Leaders



What can you do to help?

- **Vote to reauthorize Section 8002 Impact Aid Bill via HR 3616.**
- **Join the Impact Aid Coalition.**

**Thank you for your
attention and support!**





Association of Graduates
of the
United States Military Academy

8 May 2000

MEMORANDUM FOR: Board of Visitors

SUBJECT: First Quarter, 2000

1. Bicentennial Campaign:

	<u>First Quarter, 2000</u>	<u>First Quarter, 1999</u>
Number of Gifts	7054	5313
Total Amount	\$9.99 Million	\$2.89 Million

2. Bicentennial Activity:

General Haig '47 hosted a reception on 14 March at Anderson House for the Chiefs of Mission and Military Attaches stationed in Washington, DC. The affair was well attended. The Superintendent spoke about the relationship of West Point to many of the countries represented. Following his remarks, the West Point Glee Club performed. This one-two punch had a profound effect on the audience. The USMA has graduated over 300 foreign cadets.

3. The AOG proffered to the US Army the A&E designs and the necessary funds to construct Kimsey Athletic Center and Randall Hall.

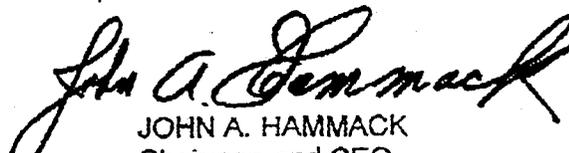
4. The AOG entered into a contract with STV to develop the A&E design for the new Michie Stadium Press Box. (Gift of Mark and Susan Hoffman '69)

5. Dr. Henry A. Kissinger will receive the West Point Sylvanus Thayer Award on 13 September.

6. The Distinguished Graduate Award for 2000 will be presented on 23 May to:

General Fidel V. Ramos, '50
Dr. Buzz Aldrin '51
General Frederick M. Franks '59

7. Our present oldest living graduate, who is 102, Colonel George L. Dillaway '19 has lived in all 3 centuries of USMA's existence.


JOHN A. HAMMACK
Chairman and CEO

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SUMMARIZED MINUTES
2000 BOARD OF VISITORS FALL MEETING
NOVEMBER 17, 2000
WEST POINT, NY

1. **MEETING CONVENED.** The Fall Meeting of the 2000 United States Military Academy Board of Visitors was called to order by Senator Kay Bailey Hutchison; Chairperson, at 1:05 p.m., November 17, 2000, in the Superintendent's Conference Room, Taylor Hall, West Point, New York.

2. **ADMINISTRATIVE REMARKS.** The Executive Secretary, Lieutenant Colonel John L. Pothin, announced for the record those present at the meeting:

Honorable Kay Bailey Hutchison
Honorable Jack Reed
Honorable Sue Kelly
Honorable Charles Taylor
Mr. Robert Lyford
Mr. C.W. Conn
Mr. William Murdy
BG (R) Jude Patin
COL Robin Umberg

a. Also present were: Honorable P.T. Henry, Assistant Secretary of the Army for Manpower and Reserve Affairs (representing the Secretary of the Army); Lieutenant General Daniel Christman, Superintendent; Brigadier General Eric Olson, Commandant of Cadets; Brigadier General Daniel Kaufman, Dean of the Academic Board; Mr. John A. Hammack, Chairman and CEO of the Association of Graduates; Colonel Grant Smith, USMA Chief of Staff; 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; COL Thomas Luebker, Director of the Department of Housing and Public Works; LTC Scott Snook, Director of Policy, Plans and Analysis; Lieutenant Colonel John Luther, Director of Academy Advancement; Major William Ratliff, Aide to the Superintendent; Ms. Cynthia Kramer, Administrative Officer to the Board; Mr. Francis DeMarco, Jr. and Mr. Barry Breckenridge, Directorate of Information Management.

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

3. CHAIRPERSON'S REMARKS. Senator Kay Bailey Hutchison began her remarks by informing the members of the Board that this will most likely be her last meeting as Chairperson. In addition, she informed the members that she has asked the Senate Appropriations Committee to find a replacement for her. She thanked all of the Board members for their hard work and dedication to the Board.

4. REVIEW OF THE ANNUAL REPORT. Senator Hutchison opened the floor for discussion of the 2000 Annual Report. After some discussion, the Annual Report was approved without modifications.

Senator Hutchison then welcomed the Honorable P.T. Henry, Assistant Secretary of the Army for Manpower and Reserve Affairs, and turned the meeting over to him.

5. REMARKS BY THE REPRESENTATIVE OF THE SECRETARY OF THE ARMY. Mr. Henry began his remarks by extending the Secretary of the Army's appreciation to the Board for their hard work on behalf of the Military Academy. He described challenges of the new world in the context of leader development imperatives. Notably, he emphasized the importance to USMA of sustaining a broad liberal arts education, one that prepares graduates for the complexity associated with 21st century officership.

6. SUPERINTENDENT'S REMARKS AND ISSUES UPDATE.

a. **INTRODUCTORY REMARKS.** The Chairperson asked the Superintendent for his remarks and to update the Board on Academy issues since the last meeting in May 2000. Lieutenant General Christman began by thanking each Board member for their attention and service on behalf of the Academy.

b. **PUBLIC FUNDING.** Lieutenant General Christman informed the members of the Board of the Academy's current budget situation. He stressed that the Academy requires a Competitive Sustainment Level (CSL) of funding in the amount of \$200 million plus funding for maintenance backlog through FY 11. The Superintendent stated that the Academy has received great support of the CSL from the Department of the Army.

The Superintendent informed the Board that the CSL reinvestment supports on-going projects such as barracks, roads, Gillis Field House renovations and Michie seismic improvements.

Lieutenant General Christman noted that the Middle States Accreditation Team (MSA) stated that the Academy requires a more consistent and robust funding in order to continue to operate at the level of excellence that the team observed during their visit to the Academy. The MSA team added that long-term facilities master planning appears to be nearly impossible in light of the

inconsistent and unpredictable federal funding stream. The Board discussed the challenges associated with long term financial planning. This will remain an area of interest to the Board.

c. **PRIVATE FUNDING.** Lieutenant General Christman began by giving the Board members a brief description of the Bicentennial Campaign Plan, its success to date, and the work towards future needs such as the Olympic Training Center. The enormous synergy between appropriate Army funding and Margin of Excellence private funding was also highlighted and fully discussed with the Board. The Superintendent described a concern using a recent example; the Air Force Academy received federal funding for a football weight room. This same project at USMA was recently funded with gift money. This is an area of concern for USMA as it continues to ask graduates for support with Margin of Excellence programs.

d. **ARVIN CADET PHYSICAL DEVELOPMENT CENTER (CPDC).** Lieutenant General Christman began his update on Arvin CPDC by informing the Board that Congressional language, as of June 2000, strictly caps the renovations of Arvin CPDC at \$77.5 million. The cap challenges the development of the project by limiting flexibility and normal cost growth. On a brighter note, the \$77.5 million reflects a restoration of \$15 million from an earlier proposed budget cut.

e. **LEGISLATIVE ISSUES.** Lieutenant General Christman thanked the Department of the Army for approving the new legislation on cadet pay allowing for regular review and adjustments.

The Superintendent also expressed a need for help with international cadet legislation. Lieutenant General Christman requested that the Deputy Chief of Staff for Personnel (DCSPER) pursue an amendment to Title 10, United States Code, Section 4344 to authorize the Secretary of the Army to permit sixty (60) persons from foreign countries to attend USMA at any one time and to permit the Secretary of Defense to determine, without limitation, the amount of the reimbursement required in subsection (2) that may be waived. Currently, USMA is authorized forty (40) international cadets; twenty (20) cadets with full cost waivers, and the remaining twenty (20) with 50% waivers.

7. **DEAN'S UPDATE.** Brigadier General Kaufman began his briefing by informing the Board of the Academy's recent performance in US News and World Reports Best Undergraduate Engineering Programs. In it USMA ranked #4 best program, #2 best Civil Engineering department, and #5 best Mechanical Engineering department.

Next, Brigadier General Kaufman outlined his vision as the Academy's new Dean of the Academic Board. He stated that the objective of the Academic Program is to have a program that develops intellectual versatility and teaches cadets to think broadly and analytically, to understand technology, and to understand the world in which they will live and serve. The Dean briefly described the current Academic Program, outlining majors and fields of study. He stated that the Academy is considering additional coverage of information technology, cultural analysis, and foreign language for some cadets.

In response to the Board's request at the May 2000 Spring Meeting, Brigadier General Kaufman updated the Board members on the review of alternatives which may lead to the award of a Bachelor of Arts Degree. A discussion ensued amongst Board members concerning the award of a Bachelor of Arts Degree. The only conclusion drawn from the discussion was that such a shift in policy would require a change in federal law. The Dean informed the Board, for now, the Academy will continue to offer only a Bachelor of Science Degree.

Brigadier General Kaufman outlined a problem with Intermediate Level Education (ILE), stating that officers have more to do in less time, and that the Officer Evaluation System is not fully integrated into OPMS XXI. He stated that a solution to this problem is for ILE to have common core plus specific branch focused education, and to have all Officers complete ILE before the Lieutenant Colonel Promotion Board. He informed the Board that USMA is awaiting a report from an Army level Leadership Development Panel, and stressed that progress needs to be made in this area as it affects a large number of USMA staff and faculty.

In conclusion, Brigadier General Kaufman discussed the success of Academic Individual Advanced Development (AIAD) programs, noting that the Academic Program is more than just a classroom.

8. COMMANDANT'S UPDATE. Brigadier General Olson began his briefing by outlining the success of Cadet Summer Training and Cadet Advanced Training '00. He added that the class of 2003 continued to excel in all areas.

The Commandant described his imperatives for the upcoming Academic year, which include promoting principles of officership and cadet social development. The intent is to focus on developing skills expected of junior officers.

As requested by Board members at the May 2000 spring meeting, Brigadier General Olson updated the Board on Honor Code violation trends. He covered Academic Years 1991 – 2000, and stated that the only trend is consistency. In addition, the Commandant informed the Board of initiatives in the Honor Action Plan.

In conclusion, Brigadier General Olson informed the Board that the Corps of Cadets had a great summer with Cadet Basic Training (CBT), Cadet Field Training (CFT) and Cadet Advanced Training (CAT), that the cadet chain of command was displaying superb professionalism and initiative during the 1st term, and that great work was being done on developing the concept of officership in existing programs.

9. **BICENTENNIAL CELEBRATION UPDATE.** Colonel Kane, Director of the Bicentennial Celebration Office, began his briefing by informing the Board of the mission of his office, which is to plan, coordinate, synchronize and execute all USMA events related to the Bicentennial celebration. The office is also responsible for monitoring activities of foreign governments in their recognition of the Academy's 200th anniversary.

Colonel Kane briefly went over the draft calendar of events for the Bicentennial celebration, which includes an on-site bridge design contest. The members (2) of the winning team each receive a \$15,000 scholarship. Colonel Kane informed the Board that more information on this topic can be found at: www.usma.edu/bridgecontest.

In conclusion, Colonel Kane discussed the Bicentennial Theme, his close working relationship with the Bicentennial Steering Group (BSG), and planned renovations to Pershing Center.

10. **ADMISSIONS UPDATE.** Colonel Jones began his briefing by going over the Admissions Mission Statement and a current class summary. He noted that there has been a decline in recruited athletes, which can be attributed to better screening by the Office of the Directorate of Intercollegiate Athletics (ODIA).

Colonel Jones outlined class composition goals, stating that the Academy is right on target with the exception of missing the recruitment goal of African Americans by 1%. He stated that the quality of candidates over time remains constant both short and long term.

Recruiting initiatives include increased educator visits, close cooperation with ROTC, greater use of internet correspondence, and greater emphasis on minority recruiting programs. Colonel Jones added that the United States Military Academy Preparatory School (USMAPS) Minority Visit Program has been very successful. Overall, 73% of the minority candidates that were offered admission to the Academy accepted their appointments.

In conclusion, Colonel Jones discussed increases in non-athletic files, prospectus rollover, and worldwide web contacts.

11. USMAPS UPDATE. Colonel Anderson began his briefing by going over the Prep School's mission statement. He informed the Board of comments from the Middle States Accreditation Report, dated 1 December 1999 that listed several significant strengths and no areas of concern. One of the strengths noted by the Accreditation Team is that USMAPS has significantly increased the number of female and minority students at USMA. The report stated the USMAPS appears to be successfully carrying out its mission.

Colonel Anderson briefly described the USMAPS assessment process for Academic Year '00 – '01. The purpose is to provide the Commandant, USMAPS a comprehensive assessment and recommendations to assist his command in accomplishing its mission. This comprehensive study is to be conducted once every three years.

In conclusion, Colonel Anderson outlined mission accomplishment with regard to recruitment and retention – particularly with regard to minorities.

12. ODIA UPDATE. Mr. Rick Greenspan began his briefing by describing the conference affiliations with the Academy's 25 intercollegiate teams. Currently, athletic teams at the Academy are affiliated with 6 conferences, which include the Patriot League and Conference USA. He also informed the Board that this year the athletic logos for the Academy have changed as part of his marketing strategy.

In conclusion, Mr. Greenspan discussed marketing issues and initiatives to include expanded marketing and development strategies to optimize national visibility.

13. SUPERINTENDENT'S CLOSING REMARKS. Lieutenant General Christman highlighted two challenges for the Academy – (1) maintaining the Program Objective Memorandum (POM) through the transition in Army leadership, and (2) the retention of USMA graduates. The Superintendent informed the Board of the Army policies that were in place that encouraged young officers to get out during the years when USMA experienced a dip in retention of graduates on active duty.

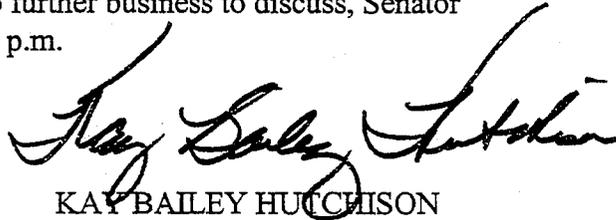
The Superintendent also discussed the upcoming changes to the Academy's Leader Team. The Superintendent, Commandant and Garrison Commander will all change command during the summer of 2001.

Lieutenant General Christman concluded his discussion by requesting the Boards assistance with continued strong support for the Arvin Cadet Physical Development Center, especially in understanding the possible reprogramming requirements downstream; Military Construction Activity (MCA) support (including the Library); legislative support for international cadets; and understanding the importance of USMA focused ILE.

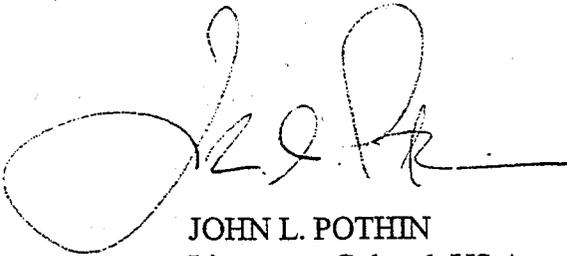
14. **ASSOCIATION OF GRADUATES (AOG) UPDATE.** Mr. Jack Hammack, Chairman and CEO of the Association of Graduates, briefly addressed the Board. He specifically mentioned words of thanks to our Army leadership and the Superintendent for their personal involvement and interest in developing the USMA. Mr. Hammack specifically recommended that the Board write a letter of appreciation to the Secretary of the Army for all of his work and personal interest in West Point. This recommendation did not receive a motion for approval, and will therefore become the first agenda item for the 2001 Organizational Meeting.

15. **SELECTION OF BOARD MEETING DATES.** Lieutenant Colonel Pothin asked that the Board look at the list of proposed dates for the 2001 Organizational and Spring Meetings and inform him of their preferences. After a brief discussion, 28 February 2001 was chosen as the date for the 2001 Organizational Meeting to be held in Washington D.C.

16. **ADJOURNMENT.** There being no further business to discuss, Senator Hutchison adjourned the meeting at 4:30 p.m.



KAY BAILEY HUTCHISON
Chairperson
United States Military Academy
Board of Visitors

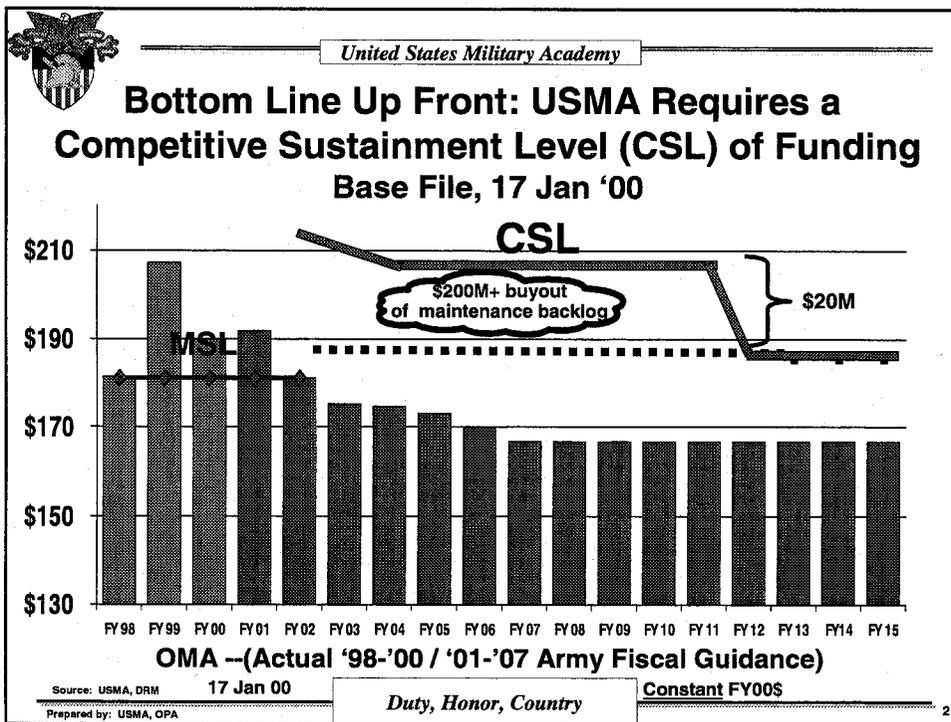
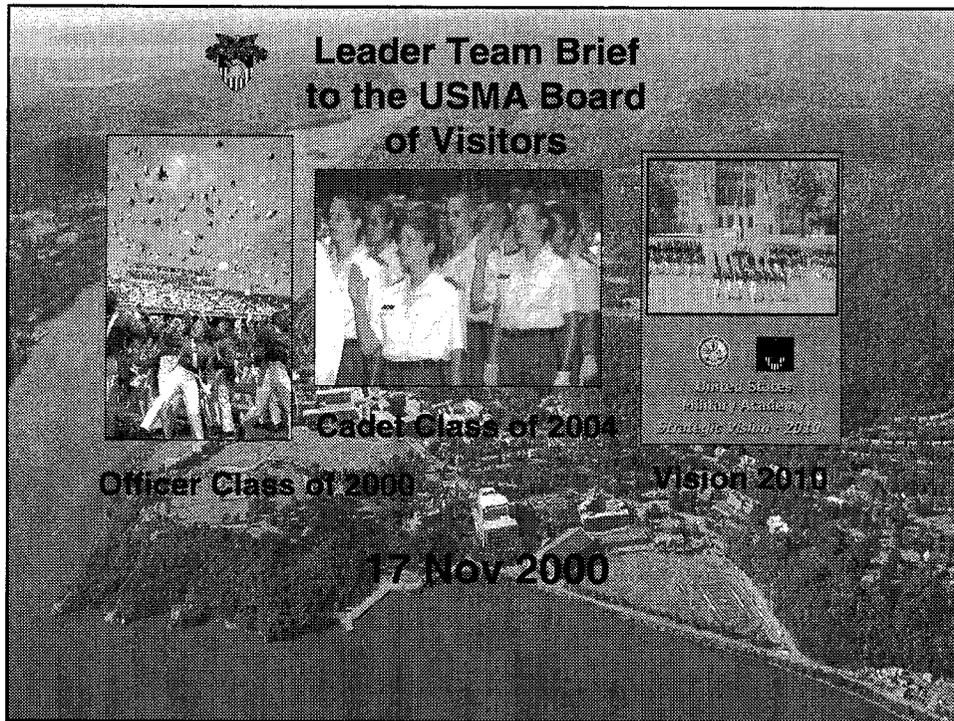


JOHN L. POTHIN
Lieutenant Colonel, US Army
Executive Secretary
United States Military Academy
Board of Visitors

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**AGENDA
FALL MEETING
UNITED STATES MILITARY ACADEMY BOARD OF VISITORS
FRIDAY, 17 NOVEMBER 2000**

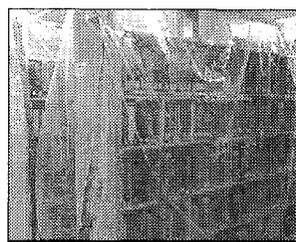
- | | | |
|-----------|---|-------------------|
| 0700-0800 | Breakfast at leisure | |
| 0800-0815 | Meet in Hotel Thayer Lobby | |
| 0815-0825 | Enroute to Thayer Hall (South Rotunda) | |
| 0825-0835 | Meet Cadet Escorts & enroute to classes | |
| 0840-0935 | Attend Classes with Cadets | |
| 0935-0945 | Enroute to Benevides Room, Washington Hall | |
| 0945-1145 | Roundtable Discussion with TAC Officers & TAC NCOs | |
| 1145-1155 | Enroute to Front Steps of Washington Hall | |
| 1155-1200 | Meet Cadet Escorts & Observe Lunch Formation | |
| 1200-1230 | Lunch with Cadets | |
| 1230-1240 | Enroute to Taylor Hall, Superintendent's Conference Room | |
| 1240-1300 | Photo Opportunity, Thayer Award Room | |
| 1300-1630 | Official Meeting | |
| | Call to Order | |
| | Administrative Remarks | LTC Pothin |
| | Chairman's Remarks | Senator Hutchison |
| | Secretary of the Army's Remarks | Mr. P. T. Henry |
| | Approval of Annual Report | Board Members |
| | Superintendent's Remarks | LTG Christman |
| | Dean's Update | BG Kaufman |
| | Commandant's Update | BG Olson |
| | Bicentennial Update | COL Kane |
| | Admissions Update - DAD | COL M. Jones |
| | USMAPS Update - USMAPS | COL Anderson |
| | Athletic Program Update - ODIA | Mr. Greenspan |
| | Closing Remarks/Adjournment | Senator Hutchison |
| 1630-1645 | Enroute to Lodging Accommodations (Mr. Henry et al enroute to 2 nd Aviation) | |
| 1645-1830 | Prepare for dinner | |
| 1830-1845 | Meet in Hotel Thayer Lobby | |
| 1845-1900 | Enroute to Q100 | |
| 1900-2100 | Cocktails & Dinner | |
| 2100-2115 | Enroute to Lodging Accommodations | |



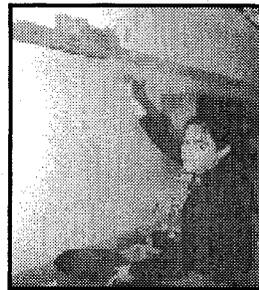
Unacceptable Facility Infrastructure



Mess Hall



Library



Barracks



Classrooms



Post Housing



Sidewalks



United States Military Academy

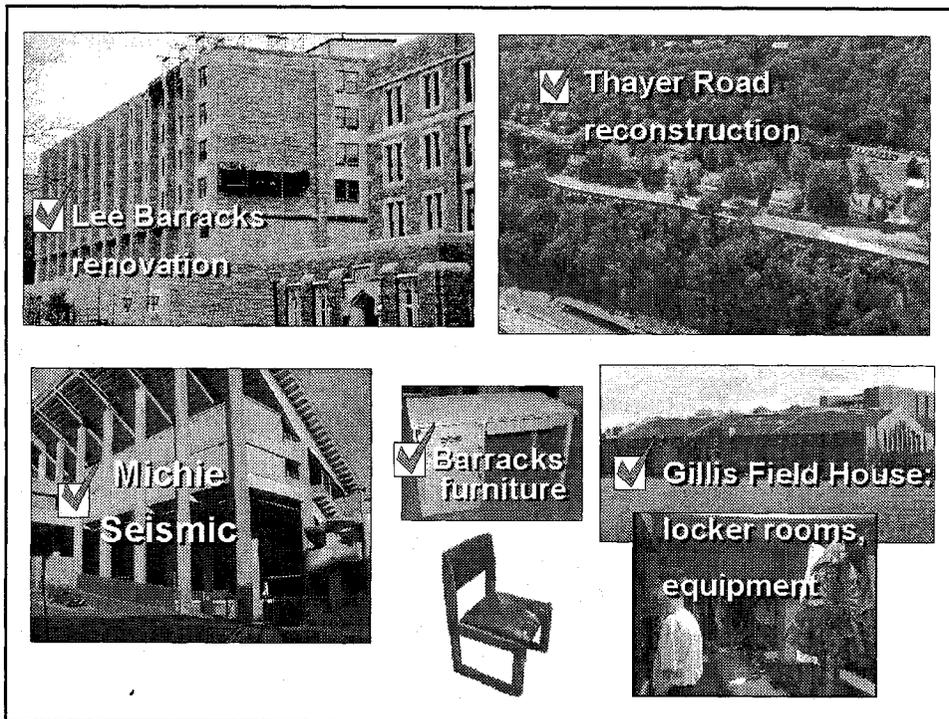
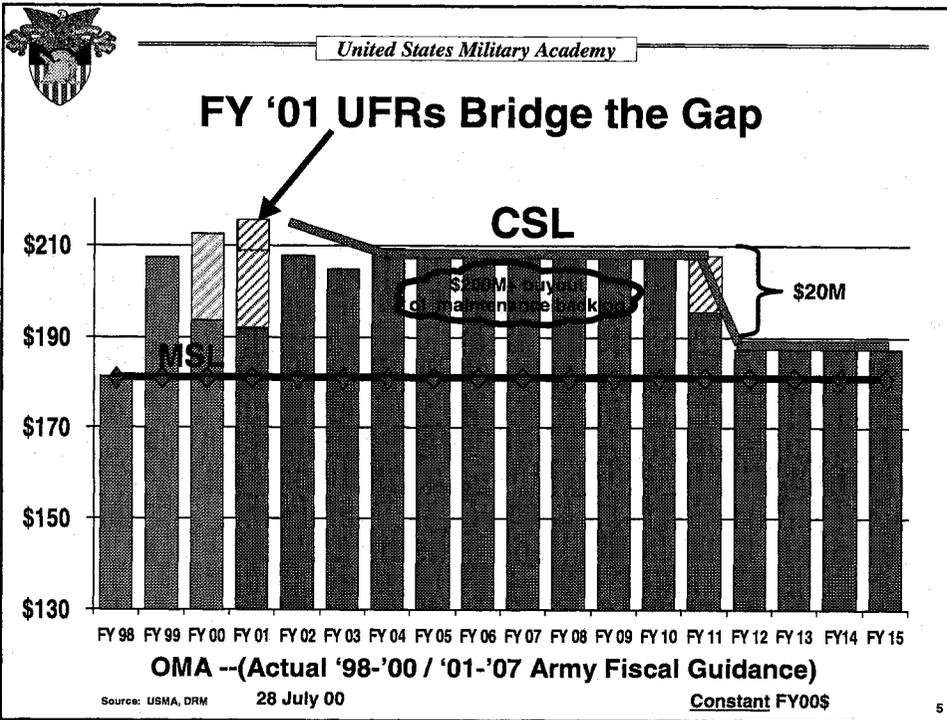
From Middle States Accreditation Evaluation Team Outbrief Summary 3 Nov 1999:

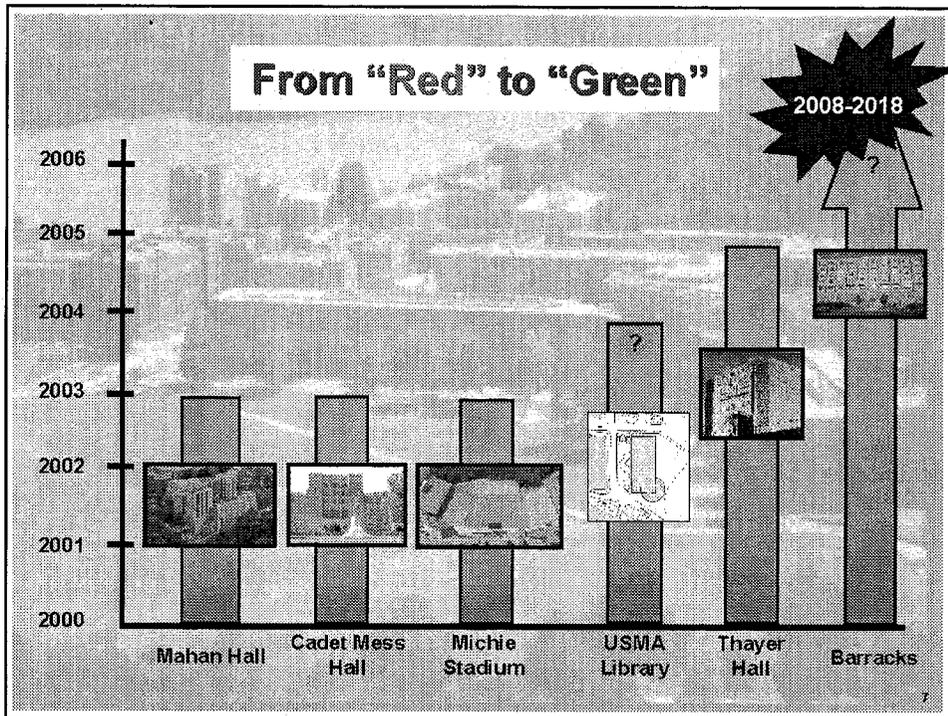
- **Concluded that USMA is a “healthy, vibrant institution that is achieving excellence in accomplishing its mission.”**
- **“...long term facilities master planning appears to be nearly ‘impossible’ in light of the inconsistent and unpredictable federal funding stream...”**
- **“more consistent and robust funding would be essential if the Academy is to continue to operate at the level of excellence observed by the team”**

Prepared by: USMA, OPA 02/12/2001 9:25 AM

Duty, Honor, Country

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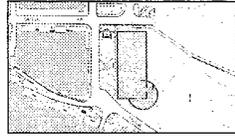
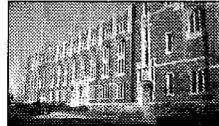
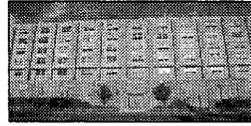




United States Military Academy

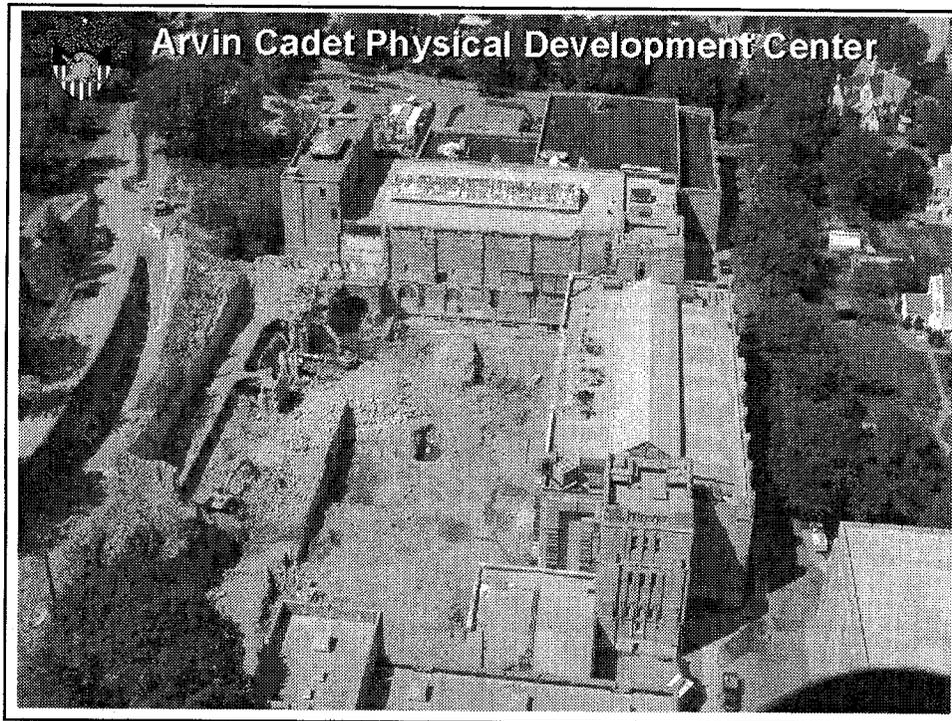
MCA at USMA:

- **Arvin Cadet Physical Development Center (in FYDP)**

- **Library (FY '04?)**
may be moved forward to FY '03

- **Bartlett Hall Academic Facility revitalization (FY '06/07?)**

- **Cadet Barracks (FY '08?)**


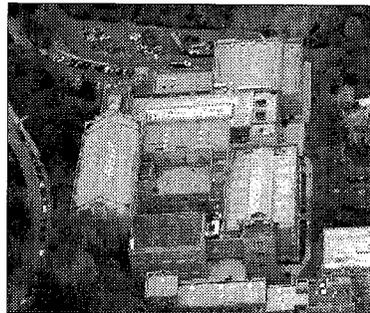
Duty, Honor, Country

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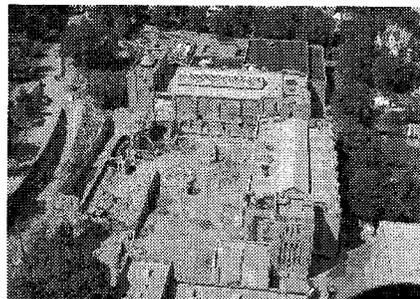


Arvin CPDC Update:

- 29 June 2000 Congressional Language strictly caps Arvin CPDC at \$77.5M -- means no flex!
- Status of project:
 - Phase I initial demolition began July 1999. Now 98% complete.
 - Created new Phase IA --\$2-3M project. Involves:
 - Demolishing remaining Building B
 - Rock removal and excavation



Building B, North Gym Stack



21 August '00



Arvin CPDC Update:

Phase IA (complete demo). Schedule:

- Issue RFP 18 Oct
- Award 13 Dec
- Construction complete Oct '01

Status: out for bid

Phase II/III (construct reduced scope structure). Schedule:

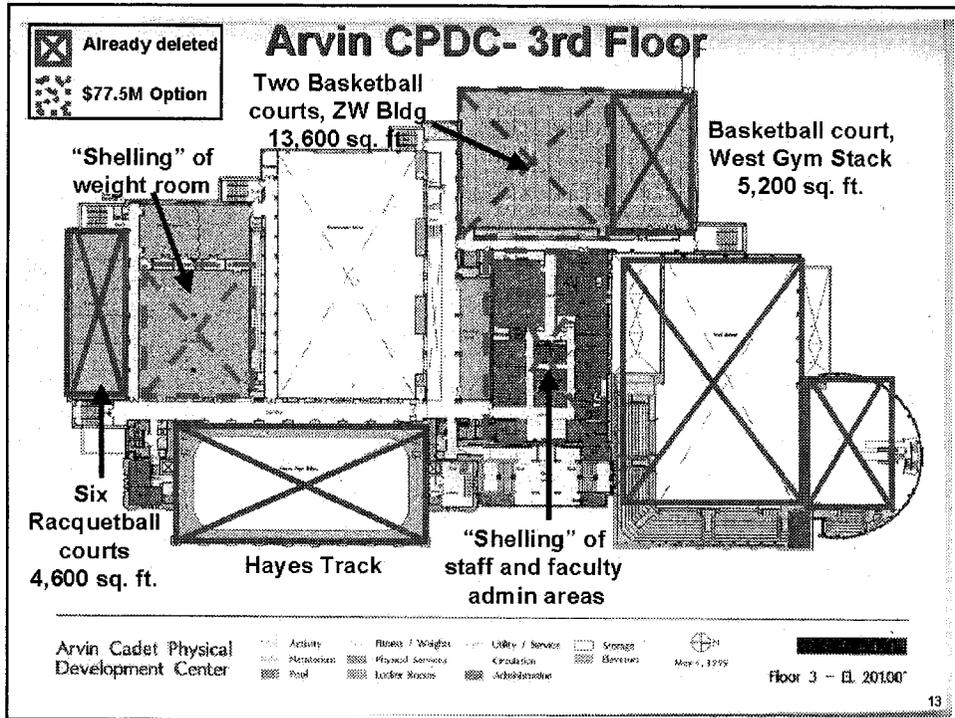
- Awarded Mod to A/E 23 Aug '00
- Redesign completed May '01
- Award Construction Project Aug '01
- Construction complete late '04

Status: Redesign underway



Arvin History -- From \$105M to \$77.5M

- From \$105M to \$85M (Fully Authorized!)
 - Eliminated:
 - Pool expansion -- swimming lanes, diving well
 - Interior and exterior revitalization of Hayes Gym
 - Part of West Gym Stack (judo, combatives, one basketball court)
 - Squash courts, hydrotherapy pool, faculty / staff locker rooms
 - Two multi-purpose rooms, six racquetball courts
 - Reduced: laundry, rock excavation, levels of interior finish
- From \$85M to \$77.5M
 - Eliminated:
 - Gymnastics
 - Remaining part of West Gym Stack (offices, storage, three boxing rooms, two basketball courts)
 - Class '62 Room renovation




United States Military Academy

Arvin CPDC -- The Challenge:

- Some, but not all, funding restored in FY'01 (\$15M of \$22M cut)
- Rescoping now, working in good faith to meet \$77.5M but:
 - Lost nearly two years
 - Reduced scope
 - Severely constrained normal construction "flex" with firm \$77.5M ceiling



United States Military Academy



Bicentennial Campaign Plan

Categories & Examples



BRICK AND MORTAR

<ul style="list-style-type: none"> ✓ Kimsey & Randall Athletic Facilities with Hoffman Press Box ✓ Lichtenberg Tennis Center ✓ Thayer Walk ✓ Shea Stadium Renovation 	<ul style="list-style-type: none"> ✓ Tronsrue Marksmanship Center ✓ Olympic Training Center ✓ Rowing and Sailing Center
--	--

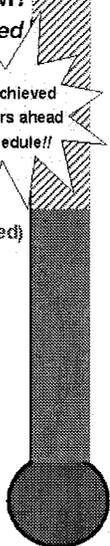
FOCUSED ENDOWMENTS

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

\$157M!
pledged

Goal achieved two years ahead of schedule!!

\$84M
(Received)



United States Military Academy



Bicentennial Campaign Plan Goals:



- ✓ 1. Raise \$150M to benefit USMA. Done!
- ✓ 2. Fund all USMA Bicentennial Needs: Still working on:

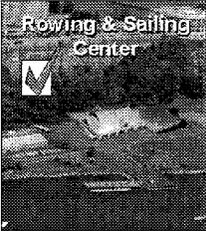


Olympic Training Center

 - Gymnastics
 - Volleyball

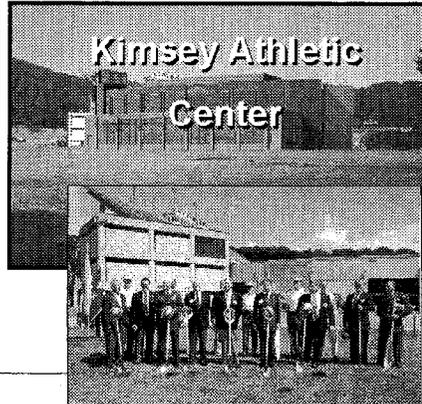
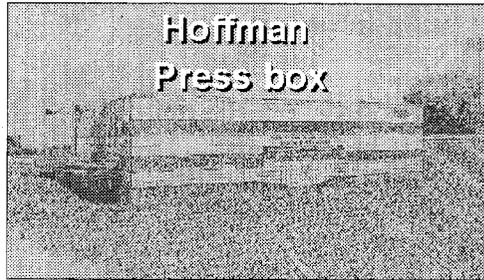


Cadet Activities



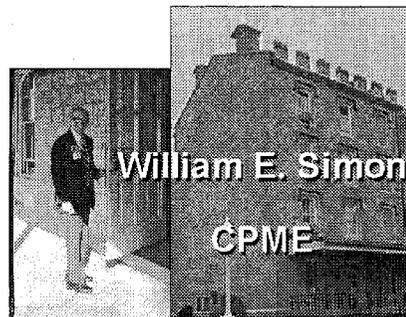
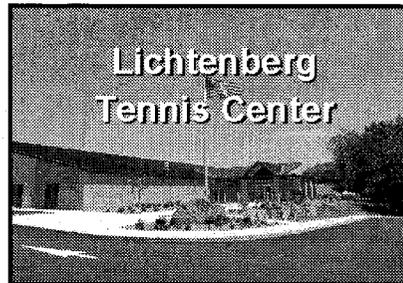
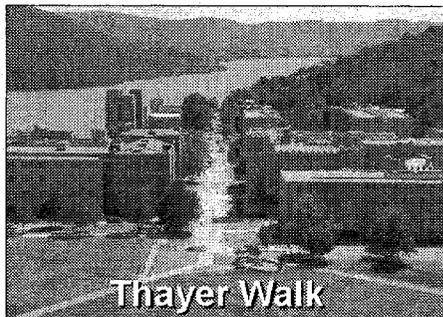
Rowing & Sailing Center
- ✓ 3. Sustain \$25M/year to benefit USMA

Margin of Excellence Gifts – incredible!!



17

Margin of Excellence Gifts – incredible!!



18

United States Military Academy

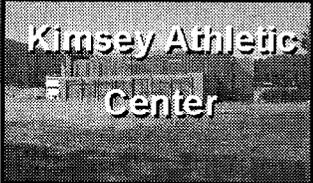
Enormous Synergy!!

**Core:
Army Support**



Arvin CPDC

**Margin of Excellence:
AOG Support**



**Kimsey Athletic
Center**

Thanks to our donors!

Congress asks "Why can't alumni do more?",
Alumni ask, "Why can't Congress do more?"

United States Military Academy

What are Roles for Federal and Gift Dollars?



Existing Air Force Academy football weight room!

Denver Post, 3 August 2000, Natalie Meisler
AFA Expansion Slated for 2001

"Taxpayers who might squawk if the state allocated funds for athletic facilities at the University of Colorado or Colorado State might wind up footing the bill for an estimated \$30.3M athletic complex at the Air Force Academy.

.... The weight-room areas would expand from 12,875 to 36,840 square feet. Football alone would have 23,000 square feet of weight-room space."

New football weight room!



Legislative Issues:

- **Cadet Pay**
- **International Cadet Representation**

Duty, Honor, Country



Cadet Pay - Thanks!!

- **National Defense Authorization Act, FY 2001:**
 - Includes a provision that would, effective 1 October 2001, establish the pay rates for cadets and midshipmen at the service academies at 35 percent of the basic pay of an O-1 with less than 2 years of service.
- **Accomplishes our primary goal: regular review and adjustment of cadet pay in the same manner as the active force.**

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United States Military Academy

International Cadet Representation

• Barbados		• Korea	
• Bulgaria		• Kyrgyzstan	
• Cameroon		• Latvia	
• Costa Rica		• Lithuania	
• Croatia		• Nicaragua	
• Dominican Republic		• Philippines	
• Estonia		• Romania	
• Honduras		• Slovenia	
• Jordan		• Taiwan	
• Kazakhstan		• Turkey	

United States Military Academy

International Cadets:

- **Currently: 35 cadets from 20 different countries attend the United States Military Academy.**
- **OSD allowed to offer twenty cadets full cost waivers, and the other twenty 50% waivers.**
- **Issue: countries rejecting West Point offers because of Congressman Buyer's 1998 legislation:**

2002 -- Guyana, Columbia, Panama
 2003 -- Bulgaria and Turkey, (but each had a cadet enrolled on a full waiver)
 2004 -- Lithuania, Panama and Cameron (has one enrolled on full waiver)

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International Cadets Proposal:

- Request the DCSPER pursue an amendment to Title 10, United States Code, Section 4344 to authorize the Secretary of the Army to permit sixty (60) persons from foreign countries to attend the United States Military Academy at any one time and to permit the Secretary of Defense to determine, without limitation, the amount of the reimbursement required in subsection (2) that may be waived.

Need OCLL Support!!

Army Vision: Soldiers on Point for the Nation...Persuasive in Peace, Invincible in War

“Soldiers transforming this, the most respected Army in the world, into a strategically responsive force that is dominant across the full spectrum of operations.”



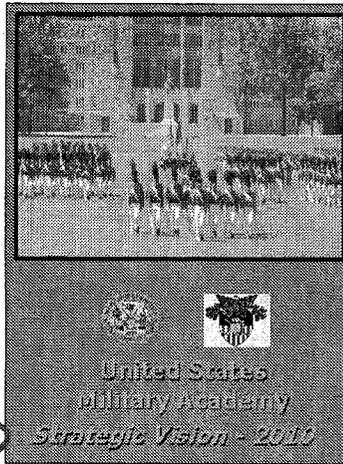
Our Challenge:

- An Army in transformation...
- An Institution in transformation.



"Strategic Vision for USMA -- 2010"

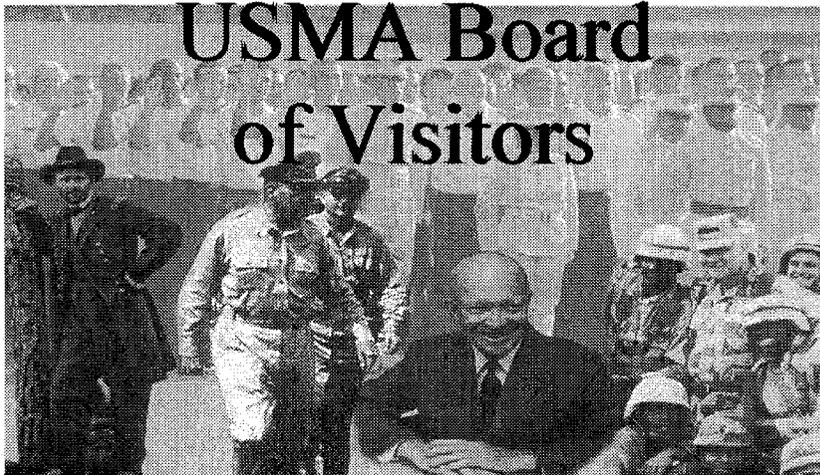
- **Vision for the Institution**
- **Vision for Graduates**
- **Vision for Staff and Faculty**
- **Vision for the Command**



Now available at
www.usma.edu/Superintendent



USMA Board of Visitors



**BG Daniel J. Kaufman
Dean of the Academic Board**

United States Military Academy

Best Undergraduate Engineering Programs

BEST PROGRAM! At schools whose highest degree is a bachelor's or master's
(*Ranks are only as of 2002)

Rank	School	Academic Reputation Score (5.0 is highest)	Peer Review	Academic Reputation Score (5.0 is highest)	Peer Review	Academic Reputation Score (5.0 is highest)	Peer Review
1	Massachusetts Institute of Technology (MIT)	4.4	15	United States Coast Guard Academy (USCGA)	3.2	33	MIT
2	Harvard College (Harvard)	4.3	15	University of California (UC)	3.2	33	Stanford University
3	Cornell University (Cornell)	4.0	15	MIT	3.0	33	St. Louis University
4	Stanford University (Stanford)	3.7	21	Stanford University (Stanford)	3.1	24	University of Pennsylvania (UPenn)
5	Rochester Institute of Technology (RIT)	3.7	21	Syracuse University (Syracuse)	3.1	33	University of Tennessee- Chattanooga
6	United States Military Academy (USMA)	3.7	21	Case Western Reserve University (CWRU)	3.1	33	California State University- Los Angeles
7	MIT	3.7	21	The College of William and Mary (WAM)	3.1	33	California State University- Northridge
8	Cal Poly-San Luis Obispo*	3.6	21	Marine Corps University (MCU)	3.1	33	California State University- Stanislaus
9	Washington State University (WSU)	3.6	21	Marine Corps University (MCU)	3.1	33	North Carolina State University
10	University of Michigan (UMich)	3.6	21	Marine Corps University (MCU)	3.1	33	North Carolina State University
11	University of Michigan (UMich)	3.6	21	Marine Corps University (MCU)	3.1	33	North Carolina State University
12	Louisiana State University (LSU)	3.5	24	Marine Corps University (MCU)	3.1	33	North Carolina State University
13	University of Michigan (UMich)	3.5	24	Marine Corps University (MCU)	3.1	33	North Carolina State University
14	University of Michigan (UMich)	3.5	24	Marine Corps University (MCU)	3.1	33	North Carolina State University
15	University of Michigan (UMich)	3.5	24	Marine Corps University (MCU)	3.1	33	North Carolina State University

BEST DEPARTMENTS

Aerospace

- Embry Riddle Aeronautical Univ. (ERAU)
- United States Air Force Academy (USAFA)
- United States Naval Academy (USNA)
- State Poly. Univ.-Pomona*
- Cal Poly-San Luis Obispo*
- St. Louis University

Chemical

- Rensselaer Institute of Technology (RIT)
- University of Michigan (UMich)
- Cornell University (Cornell)
- Monmouth College (MC)
- University of Minnesota-Twin Cities*

Civil

- United States Military Academy (USMA)

Electrical

- Rensselaer Institute of Technology (RIT)
- Harvey Mudd College (HMC)
- Cal Poly-San Luis Obispo*
- Cornell University (Cornell)

Industrial Manufacturing

- University of Michigan (UMich)

Mechanical

- Rensselaer Institute of Technology (RIT)
- Harvey Mudd College (HMC)
- Cal Poly-San Luis Obispo*
- Cornell University (Cornell)

U.S. News & World Report
America's Best Colleges

Exclusive ratings of hundreds of schools
Making the most of the Web
Tips for getting in

United States Military Academy

The Dean's Vision

“An academic program relevant to the needs of the Army that contributes to the intellectual and professional development of Cadets, supported by first class faculty, facilities, and resources.”

Duty, Honor, Country

Prepared by: USMA, OPA 02/12/2001 9:25 AM 30



United States Military Academy

The Dean's Vision



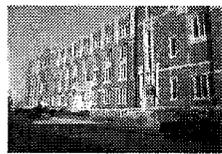
Integrated Curriculum



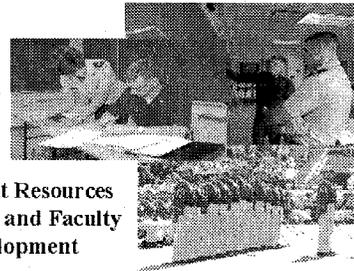
Shared Learning Responsibility



First-Class Faculty



High-Quality Facilities



Sufficient Resources
for Cadet and Faculty
Development



United States Military Academy

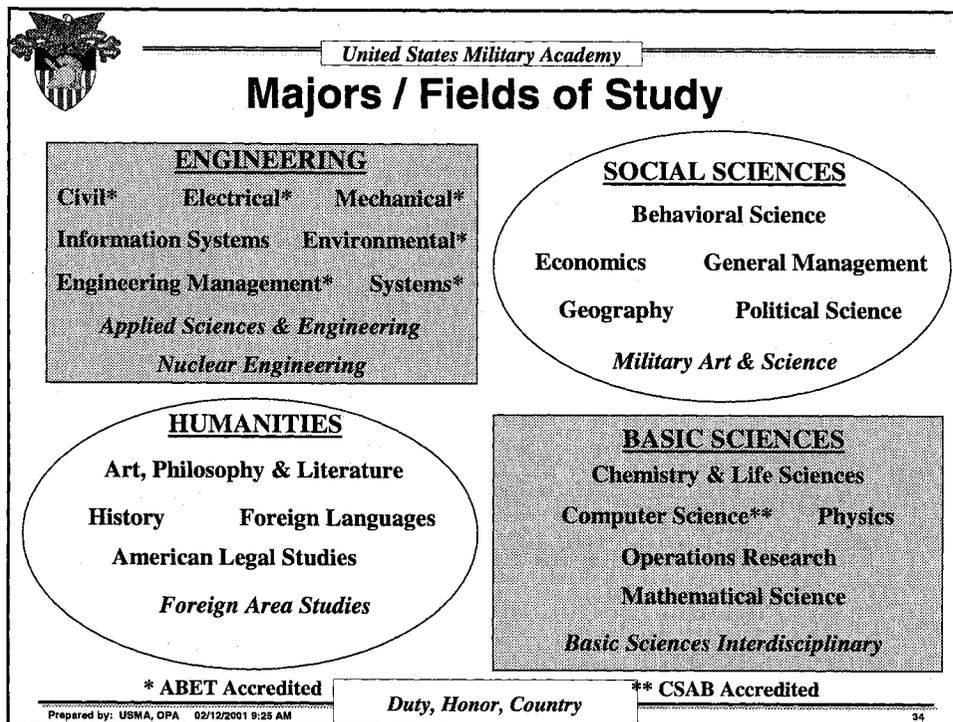
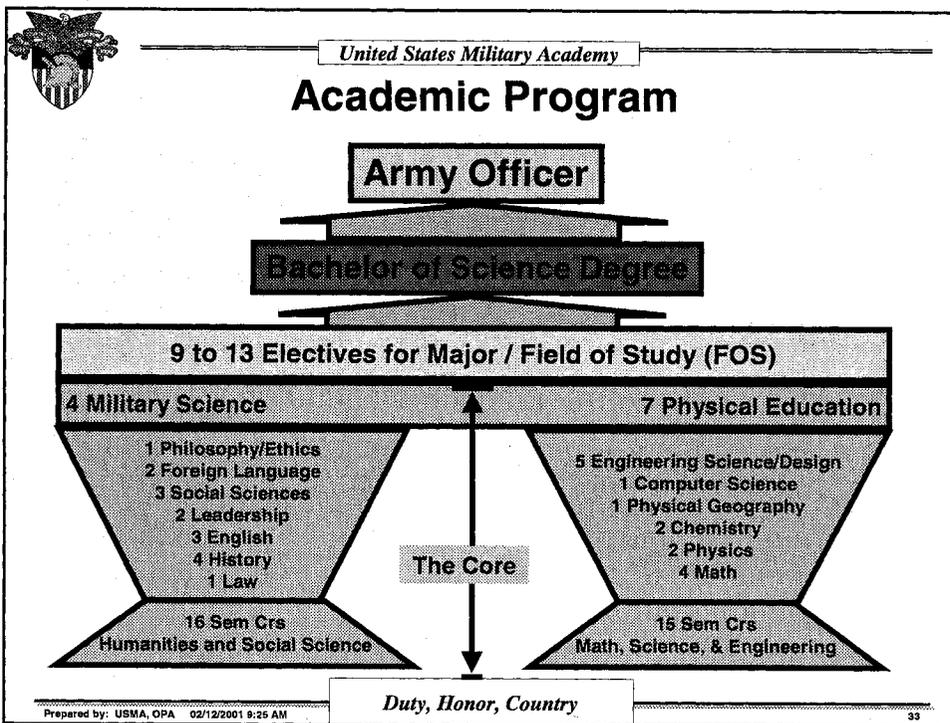
The Objective of the Academic Program:

An academic program that develops intellectual versatility and teaches Cadets to think broadly, to think analytically, to understand technology, and to understand the world in which they will live and serve.

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Prepared by: USMA, OPA 02/12/2001 9:25 AM

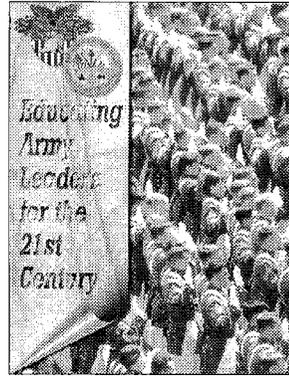
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ACADEMIC PROGRAM REVIEW

- **Staff Study:**
 - September 2000
- **Academic Board Review**
 - October - November 2000
- **Decision**
 - End of December 2000

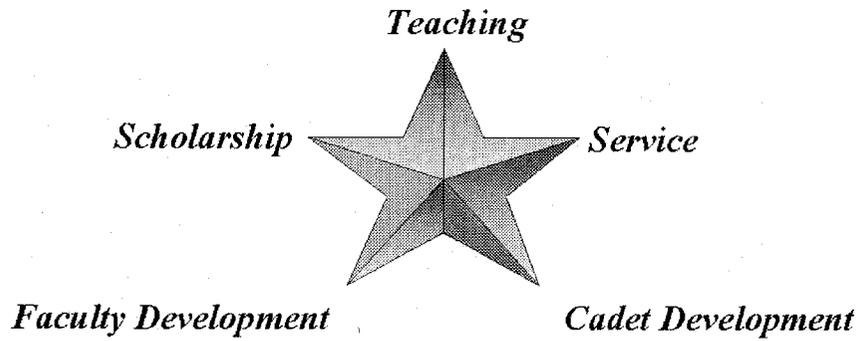


Academic Program Review:

- **Developing and examining Courses of Action**
- **Maintaining broad common core**
- **Considering additional coverage of IT, cultural analysis, and foreign language for some cadets**
- **Continuing to award BS degrees only**



Faculty: A Blend of Excellence



Rotating Military 62%	Civilian Faculty 21%	Senior Military 17%
--------------------------	-------------------------	------------------------



INTERMEDIATE LEVEL EDUCATION

- **The Problem:**
 - Compressed time line: Officers have more to do in less time
 - Officer Education System not yet fully integrated into OPMS XXI
- **The Solution:**
 - ILE = Common Core plus specific branch focused education
 - All Officers complete ILE before LTC promotion board
 - All ILE opportunities are equal:
 - Residence = Correspondence = Distributed Classrooms = Extended Campus
- **The Status:** Awaiting report from Army level Leadership Development Panel

Perception: assignment to USMA damages careers!!

BUT... We need to get on with this!



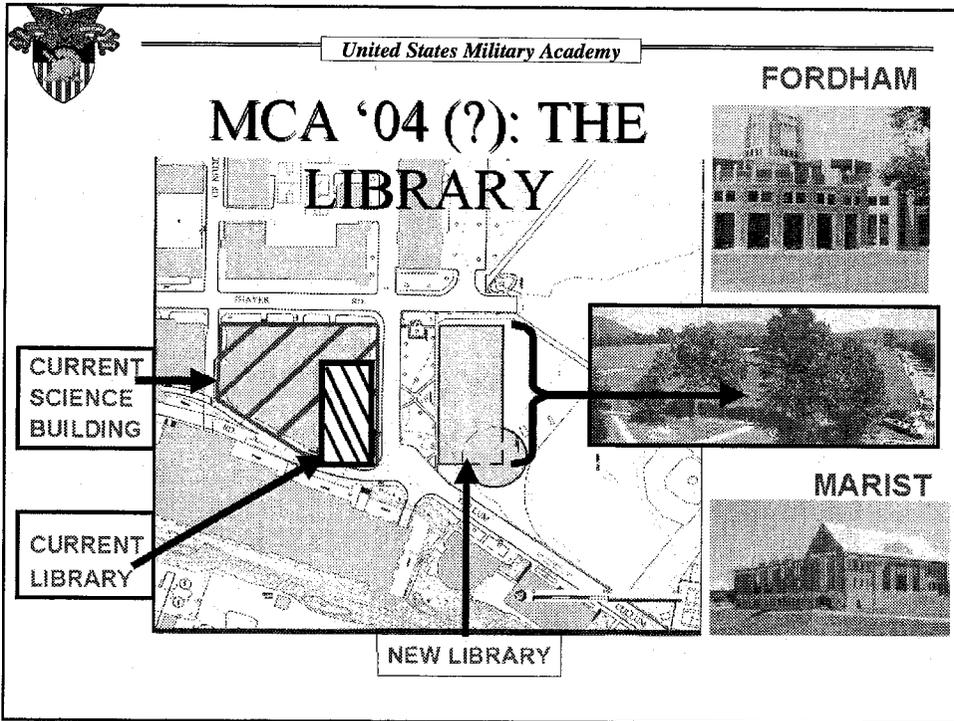
Problem:

- **Library has run out of space.**
 - Archival storage critical
- **We do not have a location for consolidating learning and teaching resources.**
- **Basic science facilities need modernization in the near future.**



THE VISION: LIBRARY OF 2010

- **Will be the center of learning**
- **Will teach information literacy skills**
- **Will be the gateway to real-time global knowledge: any type, any where, any time**
- **Will exist in real space and have a virtual presence**
- **Will preserve and promote the documentary heritage of USMA and West Point**



United States Military Academy

Summary:

- **Construct new Library**
- **Renovate and upgrade existing building for Science**
- **Permits us to:**
 - realize vision for USMA Library
 - consolidate all learning and teaching support
 - stay abreast of changes in science and technology based on Army needs

Duty, Honor, Country

Prepared by: USMA, OPA 02/12/2001 9:25 AM 42



AIADs - At Home and Abroad



- ★ 477 Cadets in 29 Countries
- ★ 156 OCONUS
- ★ 321 CONUS



Engineering Internships with AMC, Corps of Engineers, and national research labs



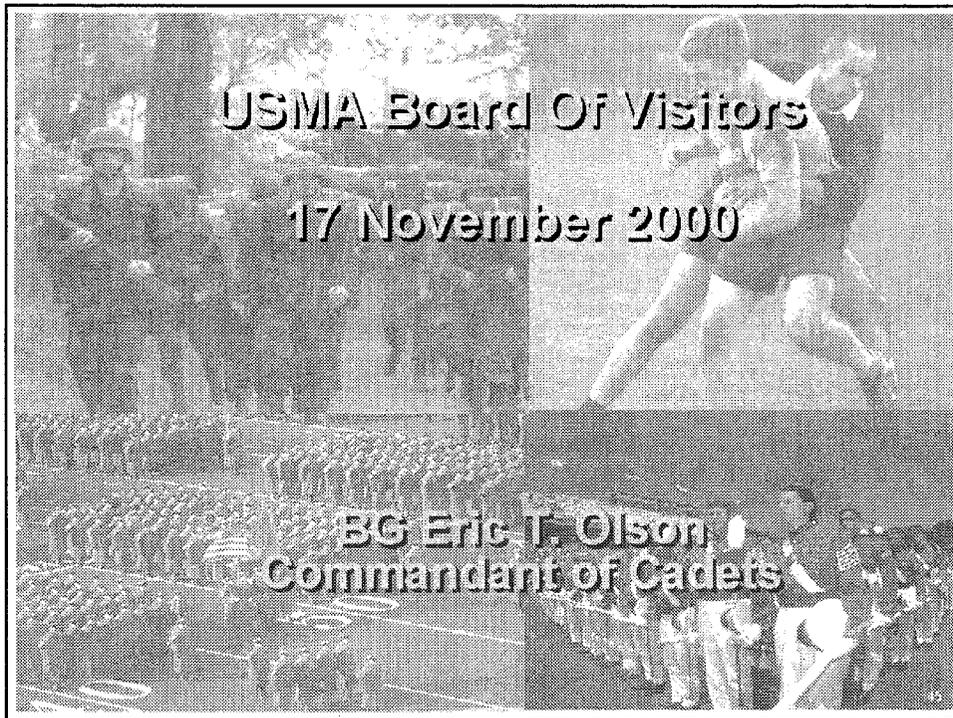
- Congressional Internships
- Assignments to US embassies
- Crossroads Africa
- Environmental Projects at Active and National Guard locations



THE ACADEMIC PROGRAM:

More Than Just a Classroom






United States Military Academy

Cadet Basic Training '00

- Very successful & challenging
- Standards based training for all
- Focus also on Cadre development
- Emphasis on PT / BRM / Bayonet Training
- Operation Warrior Forge - Capstone Event

*For Country
and Corps
2004*

Cadet Field Training '00

- 2003 continued to excel in all areas
- Mounted Maneuver Training (MMT) at Ft Knox
- All squads conducted Squad Live Fire Ambush
- Operation Viking Thrust - Capstone Event
(continuous ops, JRTC-like scenario, etc)

*Protectors
of the Free
2003*



Cadet Advanced Training

Cadet Troop Leader Training '00

- CTLT - 971
- DCLT - 56
- 22 Posts/locations

Military Individual Advanced Development (MIAD) '00

- 1334 slots to 13 schools
- 88 % Graduation rate
- 4 Honor grads

- ✓ Great programs = Low Cost/High Payoff
- ✓ Support from Army essential for success



Commandant's Imperatives for AY 00-01

Cadet Time and Attention

- Turn Down the Volume and Do less Better!

Improve Predictability

- Minimize changes to programmed activities

Promote Principles of Officership

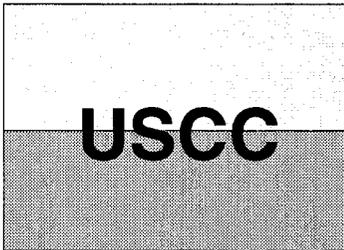
- Embed threads of Officership in all that we do

Attack Cadet Cynicism

- Pride and spirit in being a cadet

Cadet Social Development

- Promote social skills expected of junior officers





Honor Code Violations Trend Analysis AY 91 - AY 00

- 48% of the investigations resulted in hearings
- 32% of the cases forwarded to an HIH were Self-admits
- 42% of the contested cases were found
- 50% of the cadets who were found were separated (to include reasons other than honor) or resigned
- 47% of the cadets received discretion
- 3% set aside by Superintendent/DA



Initiatives Honor Action Plan

- **Modified Honor Investigative Hearing (HIH) Procedures**
- **Streamlined system:**
 - Simplified hearings for “self reports /admits”
 - “Self report / admits” begin Mentor Program immediately after HIH (vice waiting until after Superintendent’s decision)
 - Results in accelerated time lines from inception of case to final disposition without undermining rights of cadets



Overall...

- ✓ **Great Summer CBT / CFT/ CAT 00**
 - Plan to retain current cadet development model for summer training
 - High payoff training at low costs
- ✓ **Superb Cadet chain of command professionalism and initiative during 1st Term**
 - Sustain programs and cadet responsibilities
 - Closely watch time management and commitments
- ✓ **Great work on developing concept of Officership**
 - Maintain proactive approach to integrate concepts into existing programs



Duty, Honor, Country



Bicentennial Celebration Office

COL Pat Kane

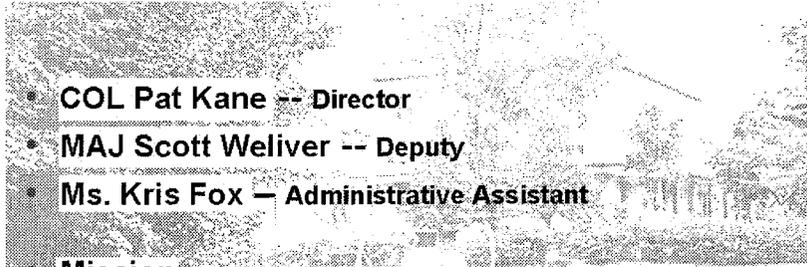




*Duty - Honor - Country: West Point at 200 years --
Timeless Leadership*



USMA Bicentennial Office:



- **COL Pat Kane -- Director**
- **MAJ Scott Weliver -- Deputy**
- **Ms. Kris Fox -- Administrative Assistant**

Mission:

- plan, coordinate, synchronize, and execute all USMA events
- monitor activities of foreign governments in their recognition of USMA's two hundredth anniversary

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*Duty - Honor - Country: West Point at 200 years --
Timeless Leadership*



Bicentennial Calendar of Events

2001:

- **Acceptance Parade, 18 August**
- **Veterans Day Concert in DC, 11 Nov**
- **Army vs Navy, 1 Dec**

2002:

- **Carnegie Hall Concert, 15 March**
- **World-Wide Founder's Day celebrations; Stamp & Coin Issue, 16 March**
- **On-site Bridge Design Contest, 2 May**
- **Graduation of the Class of 2002, 1 June**



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Founder's Day '02 Guidance:

- Leader Team stays at West Point
- “Key Speaker” at USMA’s Founder’s Day!
– March 16, 2002
- President of the U.S. at Graduation, 1 June 2002
- AOG takes lead on guidance to WP Societies
– Proposed webcast to global societies



Bicentennial Theme

- Solicited Army Leader Team, faculty, grads and friends of West Point
- Supe: “Capture historical significance, while looking to the future”
- Released 26 OCT 00 – “Supe sends” message:

**DUTY - HONOR - COUNTRY: West Point at 200 Years --
Timeless Leadership**



*Duty - Honor - Country: West Point at 200 years --
Timeless Leadership*

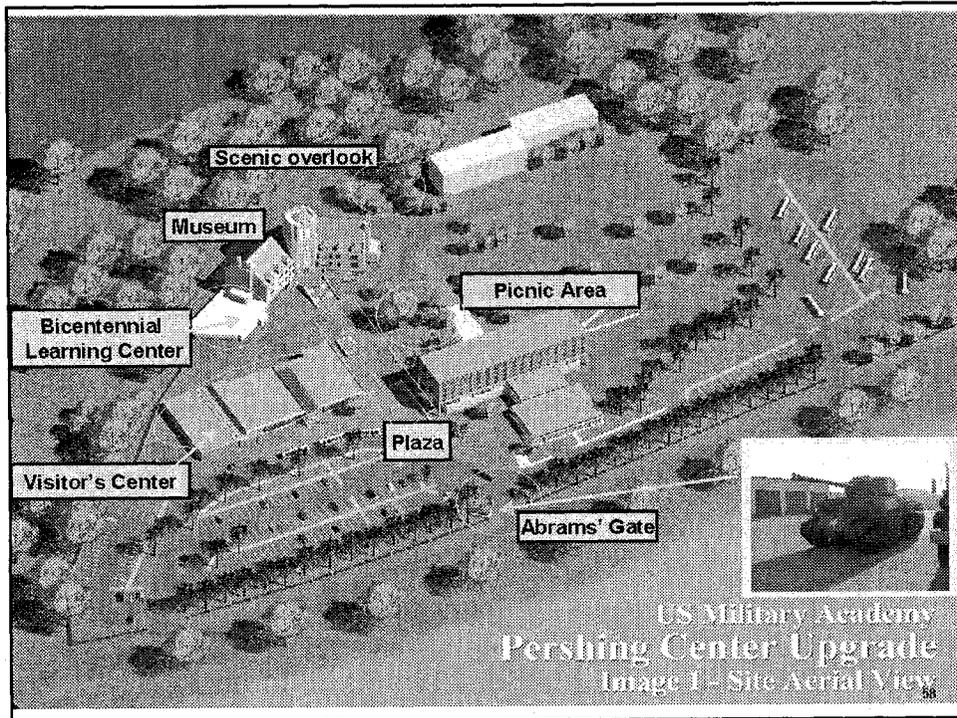


Bicentennial Team:

- **Bicentennial Steering Group (BSG)**
 - Founded in 1988
 - Numerous subcommittees
- **Bicentennial Celebration Office**
 - Founded in August 2000
 - Staff of 3

Duty, Honor, Country

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*Duty - Honor - Country: West Point at 200 years --
Timeless Leadership*

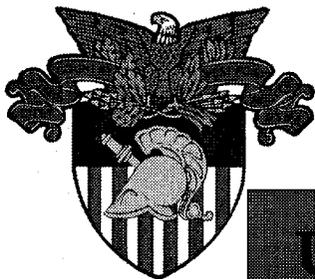


**“Our graduates expect it,
our Academy deserves it,
and our Army and Nation
will celebrate and recommit
because of it!”**

**- Jack Hammack
AOG CHAIRMAN**

Duty, Honor, Country

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USMA ADMISSIONS
The Corps Starts Here

**Briefing to members of the
Board of Visitors
COL Mike Jones, Director of Admissions
November 17, 2000**

Prepared by: USMA, DAD

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DAD Mission from USMA Reg 10-1

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



Current Class Summary



Admissions Data

<u>Category</u>	<u>CI 2004</u>	<u>CI 2003</u>	<u>CI 2002</u>	<u>CI 2001</u>	<u>CI 2000</u>
	Final	Final	Final	Final	Final
Applicants:	10,890	11,471	12,442	12,734	12,873
Rec Athl*:	2942	3576	3673	3697	3096
Nominated:	3,994	3,986	4,243	4,292	4,387
Qualified:	2,321	2,160	2,088	2,046	2,066
Offered:	1,543	1,483	1,516	1,597	1,548
Enrolled:	1188	1,134	1,246	1,192	1,187

*Mid Dec each year

**Bottom Line: ODIA screening better
Non-Athlete Files Up**

Duty, Honor, Country



Class Composition Goals

<u>Categories</u>	<u>Goals</u>	CI 2004 final	CI 2003 final	CI 2002 final	CI 2001 final	CI 2000 final
		<u>Accepts</u>	<u>Accepts</u>	<u>Accepts</u>	<u>Accepts</u>	<u>Accepts</u>
Scholars	20-25%	226 19%	264	260	247	259
Leaders	20-25%	291 24%	254	286	282	259
Athletes	20-25%	241 20%	220	279	250	273
Women	> 12%	195 16%	189	192	188	188
Soldiers	> 14 %	234 20%	203	212	189	172
African Americans	10-12%	103 9%	92	113	89	83
Hispanics	5-7 %	92 8%	99	55	62	56
Other Minorities	4-6%	90 8%	101	103	79	97

Soldier: 7% Regular Army/7% Reserves

Duty, Honor, Country



Class Profiles

Consistency of Quality Over Time

	<u>CI 2004</u>	<u>CI 1981</u>	<u>CI 1971</u>
Top 20% of High School Class	72%	73%	77%
Valedictorians	5%	6%	6%
Boys/Girls State	18%	21%	31%
Eagle/Gold Award Awardees	13%	15%	27%
Scouting Participants	43%	55%	62%
Team Captain	43%	44%	52%
Varsity Letter Winners	88%	83%	66%
Mean SAT:	V 621 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.

Duty, Honor, Country



Recruiting

Duty, Honor, Country



Educator Visits:

- **Goal** (conduct 3/year in Spring)
- **This year:** (3 big events / 1 small event)
 - 26-29 March : Far West / Southwest
 - 9-12 April : Great Lakes / Southeast
 - 2-5 April: Mid-Atlantic / Northeast
 - 17 Nov: One-Day Visit-Northeast-Educators from 50 mi radius

Congressional Staff Visit:

- 16-19 March



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
- 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

Bottom Line: Good for the Army



Internet Initiatives

- Candidate Questionnaire On-Line
- Updated Admissions Web Pages
- Candidate Web Site - In Development
- Information Requests On-Line
- E-mail Responses to Candidates

Bottom Line: Movement to Paperless File System



Minority Recruiting



Minority Recruiting Programs:

- Project Outreach
- Minority Outreach Committee (AOG)
- Faculty Volunteer Outreach
- Congressional Black & Hispanic Caucuses
- Minority Participation in Cadet Public Relations Council
- Cadet Calling Program
- Visitation Program
- Secretary of the Army - Personal Involvement



USMA Minority Visit Program

- Funds provided by AOG; Arrangements made by DAD
- 8 Weekend Visits: September through April
- 102 Invites sent, 82 Candidates accepted invitation
- 63 / 82 Candidates Offered Admission
- 46 / 63 Accepted (73% Yield)

Bottom Line: Success Story



USMAPS Minority Visit Program

- Conducted 1 visit last cycle, plan 2 visits for next cycle
- Invited 12 candidates - 11 candidates accepted visit offer
- 8 of the 11 were offered USMAPS admission; all 8 have accepted
- This program bridges the USMAPS-USMA experience for candidates

Duty, Honor, Country



Endowments

Stephen and Lucy Draper (250K)

Rockwell Fund (250K)

American General (250K)

Duty, Honor, Country



Some Positive Trends

	<u>2004</u>	<u>*2005</u>	<u>%change</u>
• Non-athlete files	5525	6413	+14%
• Prospectus rollover**	8,000	11,400	+43%
World-Wide Web:			
– Contact	3814	4205	---
– Open Files	1328	1354	---
– Accepts	226	---	---

** New Juniors on "Nurture List"

*YTD

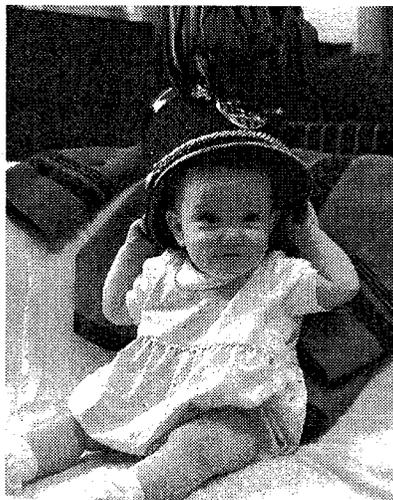
Trends

- Non-Athlete Files Growing Fast
- Web-based Systems Growing and Working

Duty, Honor, Country



"Start 'em young!"

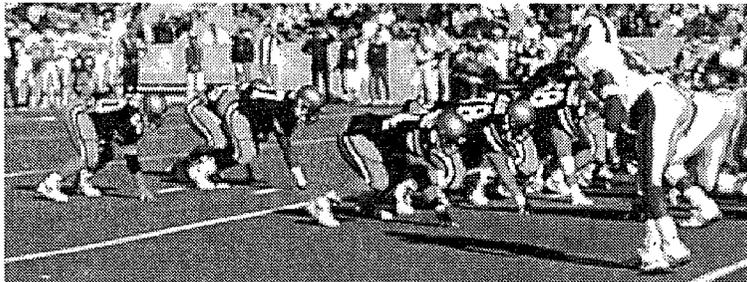


Duty, Honor, Country

GO ARMY!! BEAT AIR FORCE



APPENDIX IV
ENCLOSURE 2



BEAT NAVY!!



Duty, Honor, Country



USMA PREP SCHOOL



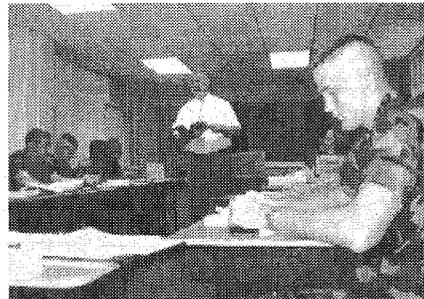
Col Mike Anderson

Duty, Honor, Country



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.



Duty, Honor, Country



USMAPS Assessment, Middle States Reaccreditation Report

1 Dec 1999

- Strengths:
 - USMAPS cadets graduate from USMA at rates comparable to cadets who enter directly from high school or transfer from another college.
 - Many USMAPS students become cadet leaders and graduate with distinction.
 - USMAPS has significantly increased the number of female and minority students at USMA.
- Area of Concern: NONE- USMAPS appears to be successfully carrying out its mission.
- Suggestion: some USMAPS cadets have indicated that the addition of basic science topics to the USMAPS curriculum would be helpful.

Duty, Honor, Country



USMAPS Assessment

AY 00-01

- **Purpose** – To provide the Commandant, USMAPS a comprehensive assessment and recommendations to assist his command in accomplishing its mission.
- **Team** – includes the Office of Policy, Planning, and Analysis (Chair), Office of the Dean, USCC, and Resource Management.
- **Timeline** – Initial team meeting by mid-Sep, IPR NLT mid-Nov, final report and briefing NLT mid-May 01.
- **Frequency** – Comprehensive study to be conducted once every three years.

Duty, Honor, Country



KEY AREAS OF INTEREST

- Development/Assessment Model Effectiveness
- Program Goal Achievement
 - Math
 - English
 - Success Development
 - Athletics
 - Military
 - Moral Ethical
- Program Balance
- Integration with West Point programs
- Curriculum Adequacy



Duty, Honor, Country



MISSION ACCOMPLISHMENT 1999-2000

CATEGORY	R-DAY #	NUMBER LOST	% OF GROUP
RA	87	19	21.8%
IR	139	30	21.6%
RESERVE	17	3	17.6
ETHNICITY			
CAUCASIAN	134	34	25.4%
AFRICAN AMERICAN	60	13	21.67
HISPANIC	27	4	14.8%
ASIAN/PACIFIC ISLANDER/ OTHER	22	0	0%
FEMALES			
MALES	33	7	21.2%
	210	45	21.4%
ATHLETES			
	61	17	27.9%
TOTAL	243	52	21.4%

Duty, Honor, Country



USMAPS CLASS COMPOSITION BY PERCENTAGE

CATEGORY	'98	'99	'00	'01	
COMPONENT:	RA	46	43	35	40
	IR	49	53	58	53
	NG/AR	5	4	7	7
GENDER:	MALE	87	84	86	84
	FEMALE	13	16	14	16
MINORITIES:	AF AMERICAN	22	28	24	24
	HISPANIC	8	13	11	11
	OTHER	5	7	10	6
	TOTAL	35	48	45	41
RECRUITED	25	24	25	26	
ATHLETES:					

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BOTTOM LINE

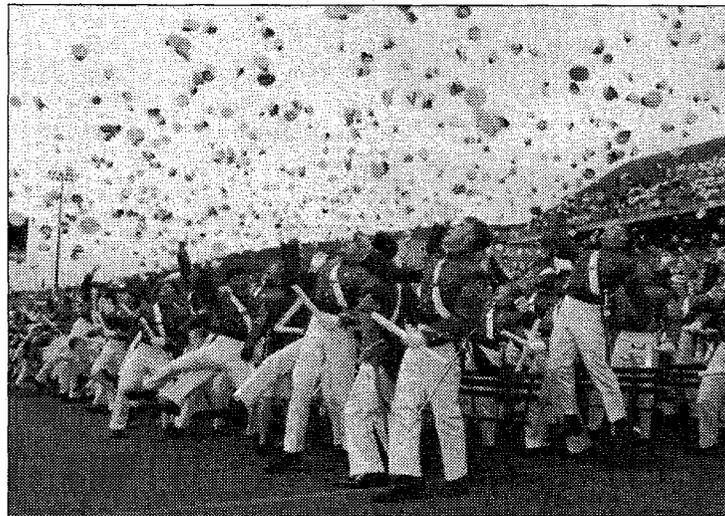
"I know what West Point expects and I am competent to deliver."

"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."



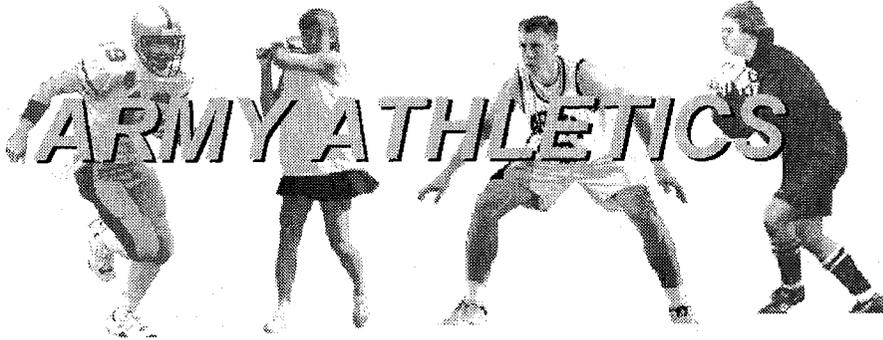
Duty, Honor, Country



May 28, 2005

Duty, Honor, Country

Office of Director of Intercollegiate Athletics



Mr. Rick Greenspan



Army Athletic Association

CONFERENCE AFFILIATIONS

25 Teams

24 TEAMS – 6 CONFERENCES

- Patriot League (19 Teams)
- Conference USA (Football)
- Metro Atlantic Athletic Conference (Hockey)
- Collegiate Sprint Football League
- Eastern Intercollegiate Wrestling Association
- Eastern Intercollegiate Gymnastics League

1 TEAM – INDEPENDENT

- Rifle



86



Army Athletic Association

ATHLETIC LOGOS

PRIMARY LOGO



SECONDARY LOGOS



89



Army Athletic Association

HEAD COACHING CHANGES

FOOTBALL

Todd Berry

WRESTLING

Chuck Barbee

VOLLEYBALL

Glen Conley

BASEBALL

Joe Sottolano



90

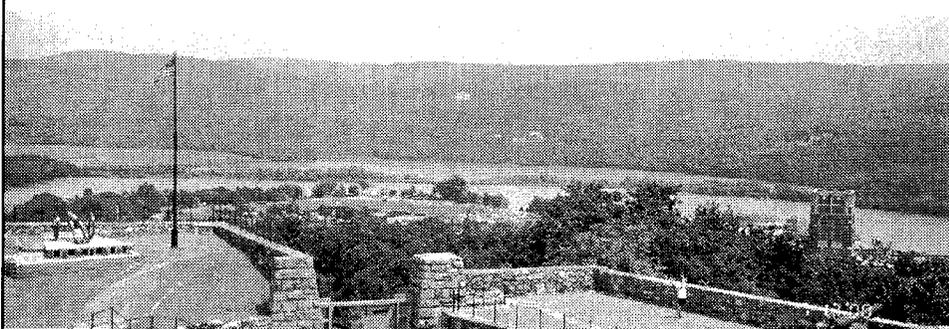


MARKETING ISSUES & INITIATIVES

- Expand Marketing/Development Strategies
- Poorly Organized Development Base
- Review Football Seating Plan
- Optimize National Visibility
- Revamp Web Site; Improve Immediacy of Updates



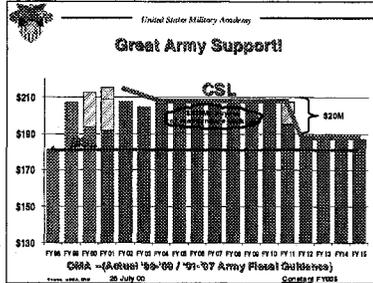
Superintendent's Closing Remarks:





Challenges:

- Maintaining POM through transition in Army leadership



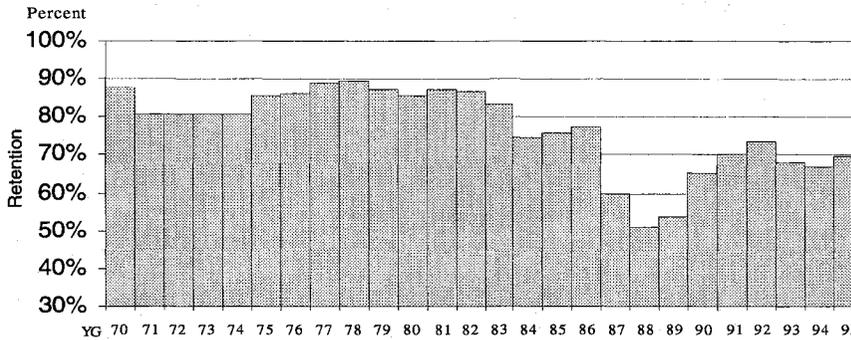
- Retention of USMA Graduates



Duty, Honor, Country

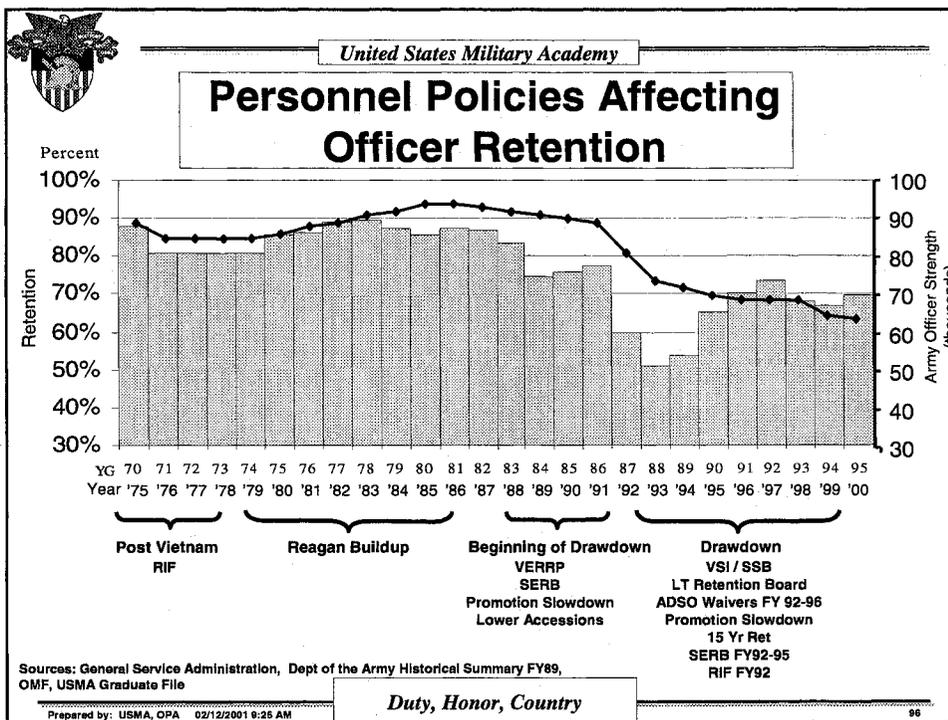
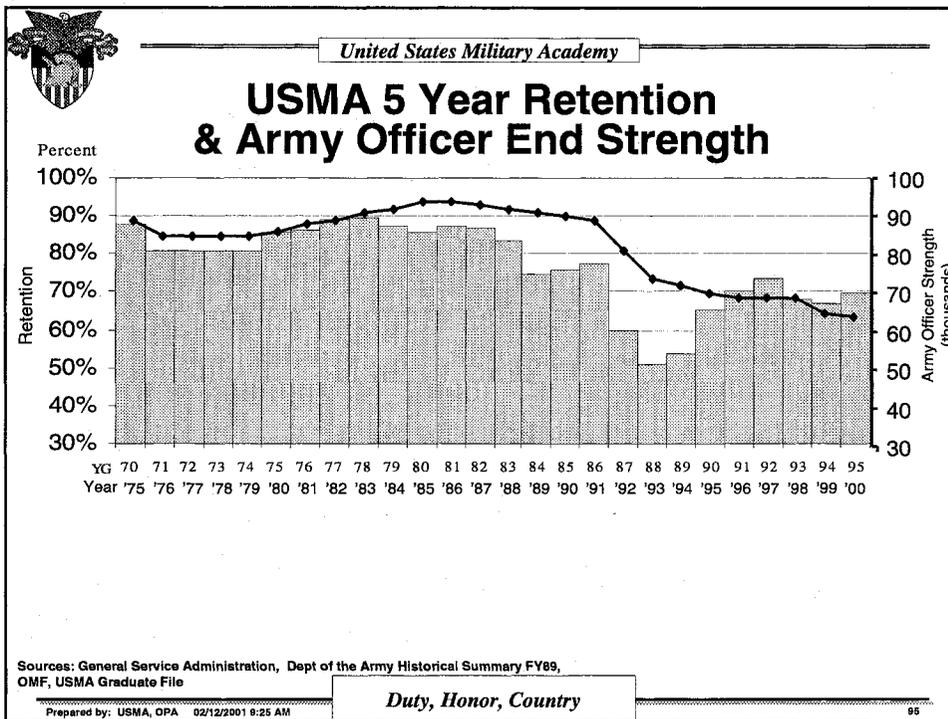


USMA 5 Year Retention



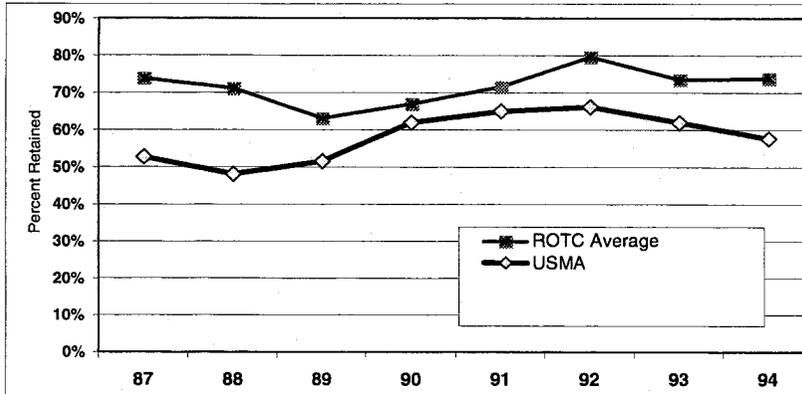
Sources: General Service Administration, Dept of the Army Historical Summary FY89, OMF, USMA Graduate File

Duty, Honor, Country





USMA 5 Year Retention Rates versus ROTC 5 Year Average



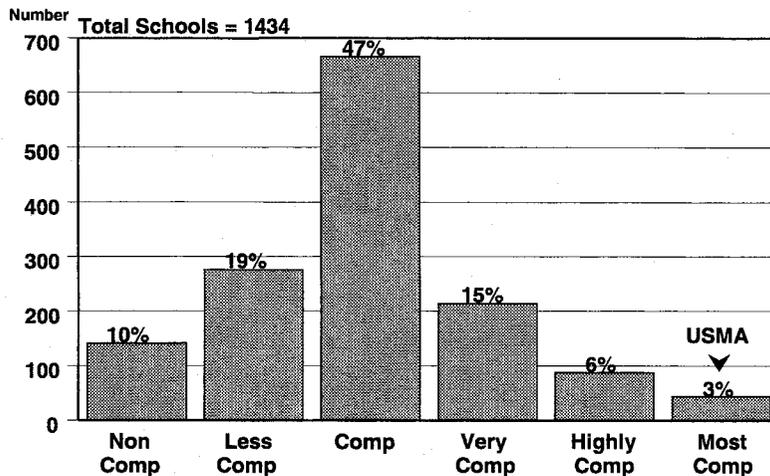
Sources: USMA Graduate File, OMF, DCSPER-46, Barron's Profiles of American Colleges
Duty, Honor, Country

Prepared by: USMA, OPA 02/12/2001 9:25 AM

97



Competitiveness* of United States Schools



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

Source: Barron's Profiles of American Colleges 1995

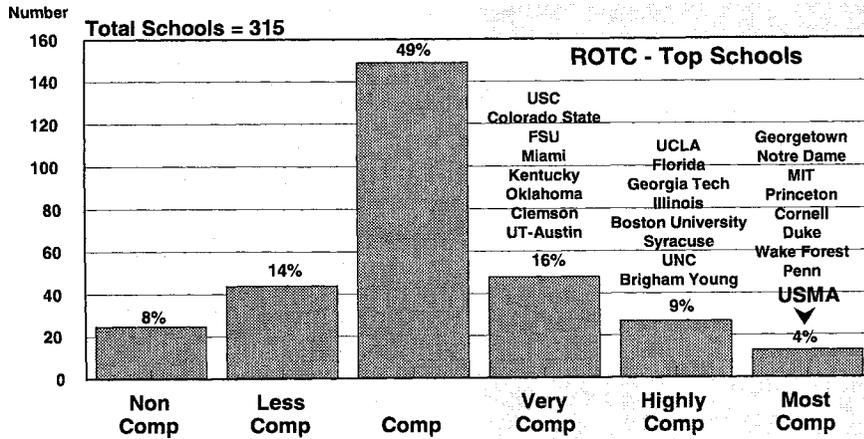
Duty, Honor, Country

Prepared by: USMA, OPA 02/12/2001 9:25 AM

98



Competitiveness* of Cadet Command Schools



*Criteria: SAT/ACT Score, HSR, GPA & % of accepted applicants,
Note: 9 Cadet Command Schools were not rated in Barron's College Profiles.

Prepared by: IBA/OPA, '21 Jun 98
Source: Barron's College Profiles, 19th ed.; ROTC Cadet Command Hdqs.
Prepared by: USMA, OPA 02/12/2001 9:25 AM

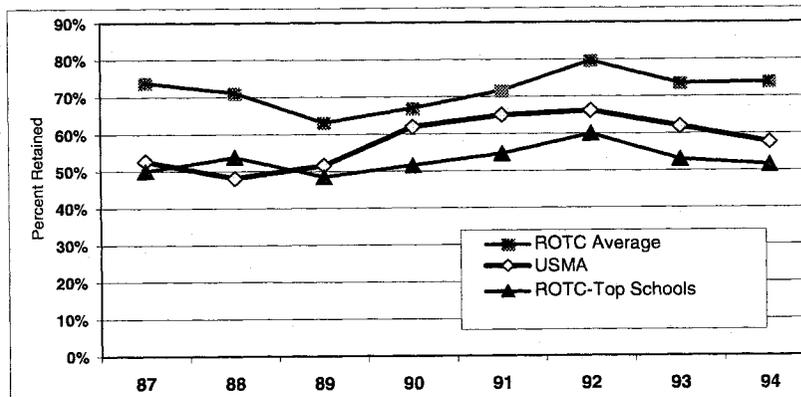
Duty, Honor, Country

Cos pra/dm

99



5 Year Retention Rates by School Competitiveness



Sources: USMA Graduate File, OMF, DCSPER-46, Barron's Profiles of American Colleges

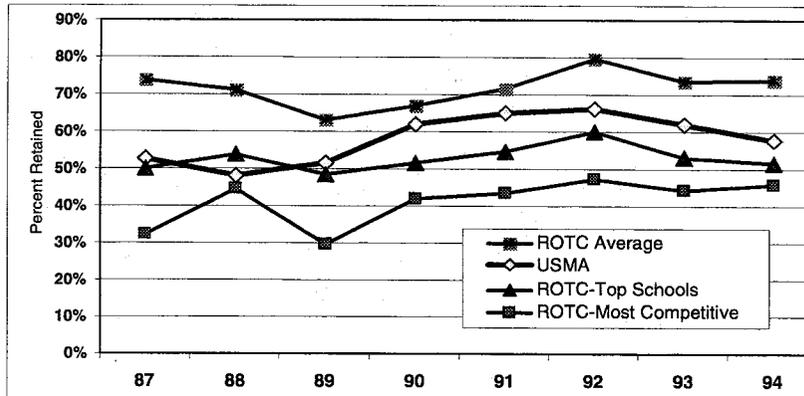
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100



5 Year Retention Rates by School Competitiveness



For these year groups, ROTC-Top Schools accounted for approximately 11% of all commissions, ROTC-Most Competitive schools were 2% of all commissions

Sources: USMA Graduate File, OMF, DCSPER-46, Barron's Profiles of American Colleges

Prepared by: USMA, OPA 02/12/2001 9:25 AM

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101



USMA Transition of Leadership:

- **Summer of 2001:**
 - **Superintendent: Change of Command, 8 June 2001**
 - **Commandant**
 - **Garrison Commander (COL Ann L. Horner incoming)**
- **Planning under way.**

Prepared by: USMA, OPA 02/12/2001 9:25 AM

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102

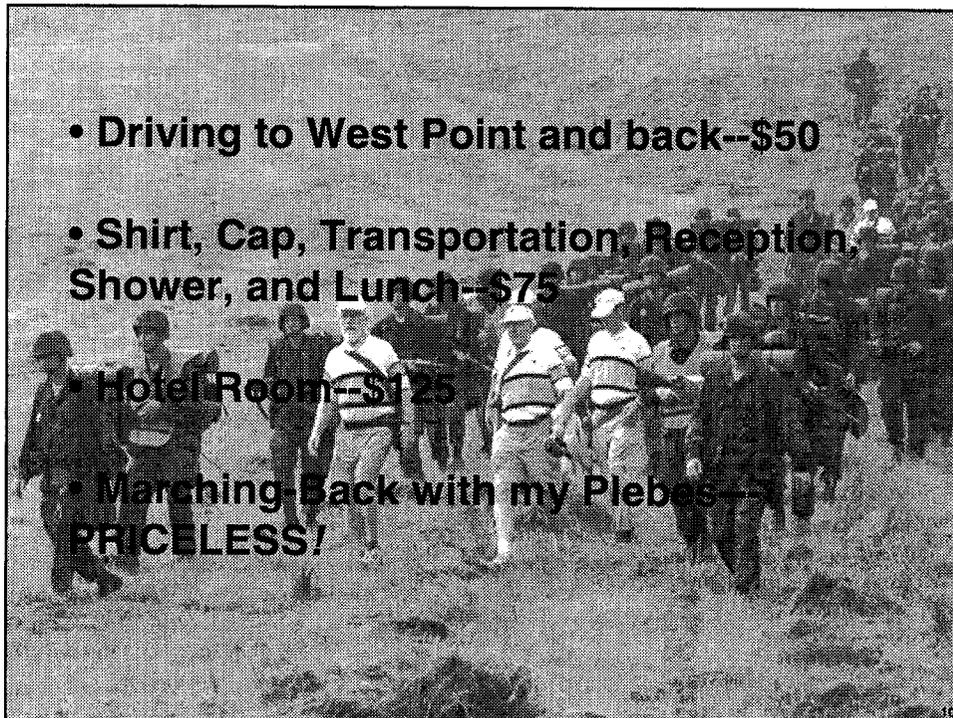


What We Need from BOV: A Review and Summary

- **Continued strong support for Arvin CPDC, especially understanding possible reprogramming requirements downstream.**
- **MCA support (e.g. Library) when elevated.**
- **Legislative support for international cadets -- numbers and flexibility in apportioning costs.**
- **Understanding importance of USMA focused Intermediate Level Education (ILE)**



Duty, Honor, Country





West Point



NEWS RELEASE

UNITED STATES MILITARY ACADEMY
PUBLIC AFFAIRS OFFICE
WEST POINT, NEW YORK 10996-1788
(845) 938-2006/4261 FAX: (845) 446-5820

FOR IMMEDIATE RELEASE

RELEASE NO. 048-00

WEST POINT EMPLOYEES WIN – Nov. 16, 2000

WEST POINT, N.Y. -- The U.S. Military Academy's in-house workforce won the commercial activity study competition to perform custodial services at West Point. Academy officials announced the initial decision to employees today, stating they were pleased by the results.

"I'm very happy to announce that the government workforce won the custodial competition and that the work will continue to be done in-house, by government employees," said Col. Grant Smith, USMA chief of staff and head of academy strategic sourcing initiatives.

Smith was quick to add that this was only the initial decision.

"Interested parties now have the opportunity to appeal the decision and the final decision will not be made until all appeals are reviewed," he explained.

According to Office of Management and Budget regulations, interested parties include government employees in the function under study, organizations that represent those employees and contractors bidding on the work.

West Point's custodial study was unique in that the competition was with one contractor: Occupations Inc. of Middletown, an affiliate of the National Industries for the Severely Handicapped. NISH supports local community rehabilitation programs by providing them with technical assistance, such as helping them to obtain government contracts.

The government bid for performing the work for the five-year period was \$27 million, \$1 million less than the bid submitted by Occupations Inc.

- more -

APPENDIX IV
ENCLOSURE 3

WEST POINT EMPLOYEES WIN - 2/2/2

The structure of the government workforce will be different from what is in place now. The new structure, called the most efficient organization, contains 136 positions. Because additional work now being performed under contract was incorporated into the bid, the new organization will contain more workers than are currently employed.

Michael Heller, the academy's director of civilian personnel, will meet with representatives from Occupations Inc. and the New York State Department of Labor to discuss recruiting additional employees.

- 30 -

MEMORANDUM FOR: Board of Visitors

SUBJECT: Comments by Chairman & CEO, AOG

I. On August 25, the ad hoc Bicentennial Steering Group, which was formed in 1988, transferred its Bicentennial plans, records, etc. to COL Pat Kane, the Bicentennial officer at USMA.

II. On September 13th, the 43rd West Point Sylvanus Thayer Award was presented to Dr. Henry Kissinger. It was a special occasion, with not only Secretary Caldera and Army Chief of Staff GEN Shinseki present, but also GEN Haig and LTG Scrowcroft, two men closely associated with Dr. Kissinger during his time in public service. Dr. Kissinger's remarks were outstanding.

III. The West Point Fund, the development arm of the AOG, is experiencing another great year. As of November 1, 2000 results are:

	<u>1999</u>	<u>2000</u>
Total Receipts	\$17,257,405	\$25,033,030
Number of Donors	11,499	13,417

Please note the continuing increase in the number of donors. As of this date, over forty percent of the living graduates have participated in the Bicentennial Campaign.

IV. The attached Exhibit presents an overview of the Bicentennial needs underwritten by graduates and Friends of West Point.

V. While the results listed in Section IV are due to the efforts of many, the following individuals and groups deserve special recognition: Jim Kimsey, Herb Lichtenberg, Mark Hoffman, Bob Randall, Bill Simon, LTG Christman, Tom Dyer, the 108 leadership donors (\$250,000 or more), the 15 class gifts and the entire AOG staff.

VI. Today, since this could be his last USMA Board of Visitors meeting, Secretary Caldera also deserves special recognition. He has been a dynamic and active supporter of West Point and its Bicentennial. The AOG wishes to express its admiration and appreciation for his personal leadership. May I suggest the Board of Visitors communicate to President Clinton in some formal manner a recitation of Secretary Caldera's outstanding service to the USMA? And, if appropriate, perhaps the Board of Visitors could recommend a tangible recognition of his efforts.

FULFILLED BICENTENNIAL NEEDS

A. Physical Development Facilities

Kimsey Athletic Center & Randall Hall	\$ 30,000,000
Crew and Sailing*	3,250,000
Tronsrue Indoor Marksmanship	3,232,500
Lichtenberg Indoor Tennis Center	5,800,000
Hoffman Press Box	8,000,000
Shea Memorial Stadium	2,500,000
Olympic Center*	3,000,000

*Donor contract pending

B. Academic Enhancement

Chairs of:

Applied Mathematics	\$2,500,000
Electrical Engineering	2,500,000
Civil Engineering	2,500,000
Simon Center for Professional Military Ethics (CPME)	2,500,000
CPME Outreach Initiatives	1,000,000
Margaret Corbin Seminar	660,000
Conferences and/or Seminars (13)	694,000

C. Co-Curricular Activities

Sailing Team Endowment	\$290,000
------------------------	-----------

D. Support & Sustain

Minority School Educator Visit Program	\$125,000
Inter-city Congressional Districts	210,000
Mural Restoration – Cadet Mess	1,000,000
French Soldiers Monument Restoration	250,000
Thayer Walk	4,000,000



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

MASG

16 November 2000

MEMORANDUM FOR MEMBERS OF THE UNITED STATES MILITARY ACADEMY
BOARD OF VISITORS

SUBJECT: Recent appointments to the USMA Board of Visitors

Under the provisions of paragraph 1.03 of the Rules of the Board Of Visitors, the following member has been appointed to the United States Military Academy Board of Visitors:

Colonel Robin Umberg

FOR THE CHAIRMAN:

JOHN L. POTHIN
Lieutenant Colonel, US Army
Executive Secretary,
USMA Board of Visitors

DISTRIBUTION:

Honorable Kay Bailey Hutchison, United States Senate, Washington, DC 20510-4304
Honorable Jack Reed, United States Senate, Washington, DC 20510-3903
Honorable Frank R. Lautenberg, United States Senate, Washington, DC 20510-3002
Honorable Rick Santorum, United States Senate, Washington, DC 20510-3804
Honorable Sue W. Kelly, House of Representatives, Washington, DC 20515-3219
Honorable John M. McHugh, House of Representatives, Washington, DC 20515-3224
Honorable Ike Skelton, House of Representatives, Washington, DC 20515-2504
Honorable Charles H. Taylor, House of Representatives, Washington, DC 20515-3311
Mr. Carroll W. Conn, 195 North 11th Street, Beaumont, Texas 77704
Mr. Robert M. Lyford, Arkansas Electric Cooperative Corp., Box 194208, Little Rock,
AR 72219
LTG(R) Marc Cisneros, Office of the President Texas A&M University MSC Box 101,
Kingsville, TX 78363
BG (R) Jude W. Patin, 5261 Highland Road, Suite 333 Baton Rouge, LA 70808
Mr. James V. Kimsey, 1700 Pennsylvania Ave., Suite 900, Washington DC 20006
Mr. William F. Murdy, Chairman & CEO Comfort Systems USA, 777 Post Oak Blvd., Suite 500, Houston, TX 77056
COL Robin Umberg, 10172 Squires Circle, Villa Park, CA 92816
cf:
Honorable P.T. Henry Assistant Secretary of the Army for Manpower & Reserve Affairs, 111 Army Pentagon,
Washington, DC 20310-0111
MG William Lennox, Chief, Legislative Liaison, 1600 Army Pentagon, Washington, DC 20310
Colonel Timothy Peterson, Chief of Army Senate Liaison, Room 183, Russell Senate Office Building, Washington, DC 20510
Colonel Tony Buckles, Office of Legislative Liaison, Washington, DC 20310
LTC Michael Beans, DAPE-MPO, Washington, DC 20310
COL Marc Hildenbrand, Military Aide to the Secretary of the Army, 101 Army Pentagon, Washington, DC 20310-0101



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

March 9, 2000

LETTER OF APPOINTMENT

Under the provisions of paragraph 1.04 of the Rules of the Board of Visitors, at the 24 February 2000 Organizational Meeting the following members were appointed as the Executive Committee of the United States Military Academy Board of Visitors:

Senator Kay Bailey Hutchison, Chairman
Representative Sue W. Kelly, Vice-Chairman
Senator Jack Reed, Member
Mr. Robert Lyford, Member
Mr. William F. Murdy, 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. The Committee's recommendations shall be taken up by the Board as agenda items.

FOR THE CHAIRMAN:

A handwritten signature in black ink, appearing to read "L. J. Verbiest".

LAWRENCE J. VERBIEST
Executive Secretary
United States Military Academy
Board of Visitors

**MATERIALS FURNISHED TO
THE 2000 BOARD OF VISITORS**

Report of the 1999 Board of Visitors

ORGANIZATION MEETING

Presentations/Handout Materials:

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

Information Papers:

- Letter to Chairman Hobson from Secretary of the Army Louis Caldera
- Letter to Chairman Hobson from Under Secretary of Defense William Lynn
- Current demolition photographs of Arvin Cadet Physical Development Center

MAY MEETING

Presentations/Handout Materials:

- Superintendent's Issue Updates
- Academic Program Update
- Military Program Update
- Athletic Program Update
- Admissions Program Update
- Impact Aid Update – Highland Falls School District

Information Papers:

- Parade Magazine (Sunday, 7 May 2000 issue)
- Pamphlet: Strategic Vision for the United States Military Academy – 2010
- Memorandum from Mr. Jack Hammack, Chairman and CEO, AOG

JULY VISIT

None

NOVEMBER MEETING

Read Ahead Material:

- Summarized Minutes from May 2000 Meeting
- USMA Responses to the 1999 Recommendations to the Board

Information Papers:

- News Release RE: Custodial Services Study
- Memorandum from Mr. Jack Hammack, Chairman and CEO, AOG
- Memorandum of Appointment
- Pamphlet: Strategic Vision for the United States Military Academy – 2010
- Booklet: Strategic Vision for the United States Military Academy – 2010

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.