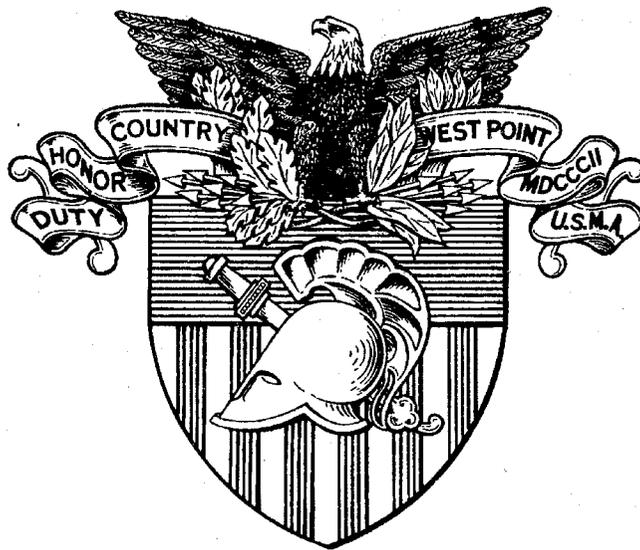


2002

ANNUAL REPORT

UNITED STATES MILITARY ACADEMY

BOARD OF VISITORS



DECEMBER 31, 2002

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

**REPORT OF THE 2002 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 10996
December 31, 2002**

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.

U.S. Senators

Jack Reed, Rhode Island (At Large)
Rick Santorum, Pennsylvania (SAC)
Mike DeWine, Ohio (SAC)
Mary L. Landrieu, Louisiana (SASC)

U.S. Representatives

Sue W. Kelly, New York (At Large)
John M. McHugh, New York (HASC)
Ellen O. Tauscher, California (At Large)
Charles H. Taylor, North Carolina (HAC)
Maurice D. Hinchey, New York (HAC)

Presidential Appointees

Ms. Robin Umberg, 10172 Squires Circle, Villa Park, CA 92861 (Appointed in 2000 to serve through 2002)

Rear Admiral (Retired) Marsha J. Evans, President & CEO, American Red Cross, 430 17th Street NW, Washington, DC 20006 (Appointed in 2002 to serve through 2002)

Speaker David Wilkins, South Carolina House of Representatives, 408 East North Street, Greenville, SC 29601 (Appointed in 2002 to serve through 2003)

Brigadier General (Retired) Gilbert S. Baca, 725 Los Lovatos Road, Santa Fe, NM 87501 (Appointed in 2002 to serve through 2004)

Dr. Charles Younger, 2000 West Cuthbert, Midland, TX 79701 (Appointed in 2002 to serve through 2004)

3. EXECUTIVE SECRETARY. Lieutenant Colonel Edward C. Clarke, Secretary of the General Staff, USMA served as the Executive Secretary to the Board from January 1 through December 31, 2002.

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 are certified by the Chairman. The Board of Visitors' 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, 10996.

6. CONVENING OF THE BOARD.

a. Role of the Board in 2002. The 2002 Board of Visitors held three meetings during the year. The Organizational Meeting was held in Washington, D. C. on February 27, 2002. The Spring Meeting was held in Washington, D.C. on May 15, 2002. The Annual Visit to USMA was held on November 8, 2002. In addition, three members of the Board attended summer training in July and August.

b. February 27, 2002, Washington, D.C. The Organizational Meeting of the 2002 Board of Visitors was held in Room 418, Russell Senate Office Building, and attendance included four members from the Senate, five members from the House of Representatives and five Presidential Appointees. A quorum, consisting of at least six Board members with one member of Congress, was achieved. The Board selected meeting dates and areas of interest for the other meetings during the year. Summarized minutes for this meeting are at Appendix II. This meeting was open to the public.

c. May 15, 2002, Washington, D.C. Two members attended the Spring Meeting from the Senate, five members from the House of Representatives, and five Presidential Appointees. A quorum, consisting of at least six Board members with one member of Congress, was achieved. The Superintendent updated the Board on events and issues ongoing at the Academy since the Organizational Meeting. Members also received an update briefing on the Class of 2006 admissions status, the Bicentennial Celebration, and reviews of the academic, ethical, military, and physical programs. The Board thanked BG Eric Olson, Commandant, United States Corps of Cadets for his service to the Academy and the Board and bade him farewell. Summarized minutes for this meeting are at Appendix III. This meeting was open to the public.

d. November 8, 2002, West Point, NY. The Annual Visit of the 2002 Board of Visitors was held in accordance with the provisions of Sections 4355(d) of Title 10, United States Code, at West Point. The Annual Visit was held in the Superintendent's Conference Room, Building 600, at West Point. Ten Board members were present at the meeting, achieving a quorum. 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 15,

2002 meeting. The Board also received briefings on USMA legislative issues, the West Point athletic, military, physical, academic, ethical, and admissions programs, and the United States Military Academy Preparatory School (USMAPS) program. 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.

e. Summer Training Visits, West Point, NY. Two Presidential Appointees, BG (R) Gilbert Baca and Speaker David Wilkins, observed Operations Highland Warrior on July 23-24 during cadet summer training at Camp Buckner. Congresswoman Sue Kelly observed the Cadet Basic Training (CBT) March-Back on August 13, 2002.

7. CONCLUSIONS AND RECOMMENDATIONS.

a. General Conclusions.

The United States Military Academy, in its 201st 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 your attention to new members appointed in 2002. Presidential appointments include RADM (R) Marsha J. Evans, Speaker David Wilkins, BG(R) Gilbert Baca, and Dr. Charles Younger. Congressional appointments include Congressman Maurice D. Hinchey. Presidential appointees replaced the following members: LTG (R) Marc Cisneros, whose appointment expired in 1999 and Mr. James Kimsey, Mr. Terrence O'Connell and Mr. Arthur Chapa, whose appointments expired in 2001. The Board extends its appreciation for their dedication and outstanding service. The Board is processing an action to appoint a replacement for BG (R) Jude Patin, Presidential Appointee, whose membership expired in 2000.

The Board accepts without reservation, the responses of the Department of the Army and the Academy to the recommendations in the 2001 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 the work progress involved in the revitalization of the Arvin Cadet Physical Development Center.

(2) **Conclusion:** **USMA Budget.** The Board notes the continued challenges in meeting the resource requirements at the Academy with adequate appropriated fund support from the

Army. The Board is very pleased with Department of the Army fiscal support for FY01 and FY02 helping to “bridge the gap” with 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 to support continued resourcing of USMA and requests to be updated on the status of funding for the Academy for both current and future years.

(3) Conclusion: Library Learning Center. The Board supports the construction of a new Library Learning Center for additional space of collections, modernization, and increased technology.

Recommendation: The Board requests continuous updates on the status of the Library Learning Center project.

(4) Conclusion: Assignment to USMA and Officer Personnel Management System XXI (OPMS). The Board notes the initiative outlined by the Academy in addressing alternatives for military faculty to achieve Military Education Level 4 (Command and General Staff College) schooling. The Board is concerned that as OPMS XXI is initiated; assignment policies might negatively impact the quality of rotating military faculty. The Board notes the continued need to attract the highest quality officers from the Army in serving as staff and faculty at the Academy.

Recommendation: The Board supports the Academy’s initiative to attract quality officers from all branches for the rotating staff and faculty. The Board requests continuous updates on the initiative to have USMA assigned officers complete MEL-4 schooling without an additional year in CGSC at Fort Leavenworth, Kansas.

(5) Conclusion: Honor Code. The Board continues its interest and support of the improvements to the USMA Honor Code System.

Recommendation: The Board requests continuous updates on the suggested improvements to the USMA Honor Code System.

(6) Conclusion: Quality of Life. The Board is concerned about the impact of quality of life issues such as living conditions and morale on recruiting efforts. The Board wants to ensure the Academy continues to improve quality of life for the cadets.

Recommendation: The Board requests periodic updates on cadet quality of life issues such as living conditions and morale, including a report on the results of the USMA Quality of Life Survey.

(7) Conclusion: Cadet Disabilities. The Board is concerned about disabilities benefits for cadets injured while at West Point. Cadets injured at the Academy do not receive the same benefits as those officers injured on active duty.

Recommendation: The Board requests updates on proposed legislation on cadet disability.

(8) **Conclusion: Admissions.** The Board is interested in minority recruitment.

Recommendation: The Board requests the Academy report on the status of minority recruitment.

(9) **Conclusion: Retention Rates.** The Board is interested in the retention rate of USMA graduates beyond the five-year period of required service.

Recommendation: The Board requests the Academy review retention rates and provide reports on programs designed to retain USMA graduates in the Army.

2002 UNITED STATES MILITARY ACADEMY
BOARD OF VISITORS



JACK REED
United States Senate
Chairperson



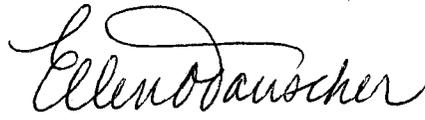
RICK SANTORUM
United States Senate
(SASC)



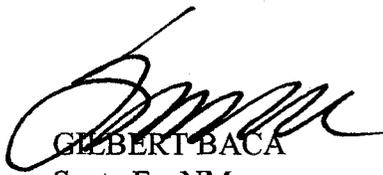
CHARLES H. TAYLOR
United States House of Representatives
(HAC)



SUE W. KELLY
United States House of Representatives
(At Large)



ELLEN O. TAUSCHER
United States House of Representatives
(HASC)



GILBERT BACA
Santa Fe, NM



MARSHA EVANS
Washington, D.C.



ROBIN UMBERG
Villa Park, CA



DAVID WILKINS
Greenville, SC



DR. CHARLES YOUNGER
Midland, TX

**SUMMARY OF ACTIONS TAKEN IN RESPONSE TO THE 2001
RECOMMENDATIONS OF THE BOARD
As of 8 November 2002**

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 2001 recommendations of the Board:

1. TOPIC: ARVIN CADET PHYSICAL DEVELOPMENT CENTER.

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.

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 FY 99 for Phase I. Phase I is complete with a final cost of \$12.6 million. The design of Phases II and III was completed in early 2000. However, the House Appropriations Committee in July 2000 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 at project award and completion. Cadets are already in temporary facilities and barracks space is preempted while demolition occurs. The redesign for Phases II and III was completed in early July 2001. As a result of the delay, a Phase IA was developed to continue the demolition of the existing building and prevent a project shut down. Phase IA is completed with a final cost of \$4.2 million. The Phase II and III redesign was based on a scope of work with a Programmed Amount of \$60.2 million to meet the appropriation limit set by Congress on Arvin for Military Construction, \$77.5 million. However, the construction climate in the northeast has caused costs to rise at a rate much faster than normal inflation. This resulted in a cost estimate that exceeds the programmed amount of \$60.2 million. The FY01 Supplemental Appropriations (PL 107-20) modified the existing \$77.5 million cap to allow for "unanticipated increases in construction costs and related contingency allowances." Phases II and III were awarded in March 2002 for a cost of \$79.9 million. The total cost of the Arvin CPDC is currently at \$96.7 million. The foundation work will begin in September 2002. The target completion date for Phase II and Phase III is Summer 2005. USMA will provide the Board with continuous updates on the status of funding and progress of work for the project.

2. TOPIC: USMA BUDGET.

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

USMA RESPONSE: Army support for the Competitive Sustainment Level (CSL) funding concept continues, though it is clear that Army Transformation and the Global War on Terrorism represent formidable competition as USMA vies for limited resources.

At the outset of FY 02, and again at midyear, USMA alerted the Army Leadership of shortfalls totaling about \$25 M. Among the notable shortfalls cited were: executing directed actions in management of the commercial activities review program, getting graduates to officer basic courses, leveraging information technology in the academic program, maintaining a satisfactory pace in the approved real property backlog buyout, and implementation of the “winning” concept for intercollegiate athletics. Through mid-September 2002, none of these issues, save a \$1.4 M plus up to cover Military Training Specific Allotment (MTSA) costs for moving graduates to Officer Basic Courses (OBC), was funded. In addition, management of the funding shortfall was exacerbated when at the VCSA’s request we returned \$2.4 M with the understanding that we should continue executing Anti-terrorism/force protection (AT/FP) measures, and that by year end the Army would restore the funds. As of mid-September, the ABO has advised us that funding exigencies will prevent restoring of this \$2.4 M. Consequently, USMA will closeout the fiscal year having diverted funds from cadet leader development and real property sustainment to address other than core competency requirements.

Similarly, preliminary feedback from our POM 04-09 submission suggests there are challenges ahead with respect to future years Army commitment for CSL. By Memorandum to the Chief of Staff, Army, dated February 28, the USMA requested additional funding citing changed conditions, strategic initiatives, competitive sustainment level issues that had been recognized but deferred in the previous major POM exercise (POM FY02-07) and, Homeland Security. Subsequent dialogue with many on ARSTAF to explain our \$20-30M per annum shortfall (’04-09) confirmed that the Army was facing many bills, especially Army Transformation and the Global War on Terrorism. Therefore, many of the issues we had presented were not deemed valid enough to compete with the rest of the Army requirements in a fiscally constrained environment. Nonetheless, USMA did win additional funding for three issues: Black Hawk helicopter fielding, implementation of “winning” in intercollegiate athletics, and funding for the Army Operations Research Center at USMA.

As a result of this POM outcome, USMA has been encouraged by Program Analysis and Evaluation Directorate (PAED) to get their endorsement for a review of the USMA program that would enable the Academy to explain the Competitive Sustainment Level (CSL) periodically—demonstrate that the CSL is not a fixed funding profile that would need adjustment over the POM years for inflation and pay raises only, but rather a level of resources driven by such factors as changing conditions, Superintendent’s priorities, external forces such as force protection, and the like. Currently, DRM is exploring options with the USMA Plans and Resources Board.

3. TOPIC: PROPOSED LIBRARY LEARNING CENTER.

RECOMMENDATION: The Board continues its strong support for funding the proposed Library Learning Center and supports the Academy's efforts to obtain Department of the Army approval in FY01 with a targeted completion date of 2006.

USMA RESPONSE: DA approved funding for the Library/Learning Center (now officially known as Thomas Jefferson Hall) in FY04/05. Recently, DA indicated the project would be slipped to FY05/06. The Superintendent has informed the Secretary of the Army and Vice Chief of Staff of the disadvantages of this shift in funding, which risks slipping occupancy of Jefferson Hall by as much as one academic year. Both the Secretary and the Vice Chief have shown support for keeping the project in FY04/05, but at this point, a final decision has not been made. In addition, OMA funding, estimated to be 25% of the total cost of the building, must be in place in advance of completion to purchase necessary furniture, fixtures, and equipment (FFE).

4. ASSIGNMENT TO USMA AND OPMS XXI.

RECOMMENDATION: The Board strongly supports the Academy's initiative to attract quality officers from all branches for the rotating staff and faculty. The Board requests continuous updates on the initiative to have USMA assigned officers complete Military Education Level-4 (MEL-4) schooling without an additional year at Ft. Leavenworth.

USMA RESPONSE: In concert with the USMA Office of Plans, Policy and Analysis (OPPA), the Office of the Dean and others are preparing a strategic communications and action plan focused upon attracting and assigning top-quality officers from each branch of the Army to the USMA Staff and Faculty. Mass mailings to prospective applicants, briefings to Army schools (Advanced Courses, War College, etc.), and on-site visits with PERSCOM assignment officers are but a few examples of proposed improvements in this effort.

The Office of the Dean remains actively engaged with the Department of the Army agencies responsible for the transition of the MEL-4 schooling program under the Intermediate Level Education (ILE) initiative. As the new program develops, the Dean has taken steps to ensure that our rotating faculty remains competitive with their peers in this arena. For year-groups '92, '93 and '94, the Dean has advised officers assigned to USMA to complete the MEL-4 program by correspondence while still assigned to USMA. Further, he directed that departments provide the necessary resources to those officers to ensure they have every opportunity to successfully meet all MEL-4 requirements. As the Department of the Army completes the ILE initiative, USMA will ensure that its staff and faculty are provided the opportunity to complete their educational requirements under OPMS XXI and remain competitive with their peers. The Dean will provide updates to the Board as conditions change under the ILE program.

5. TOPIC: INTERNATIONAL CADETS.

RECOMMENDATION: The impact of the reduction in the Secretary of Defense full cost waiver authority decreased participation in the international cadet program at the Academy. The Board supports changes in the legislation, permitting the Secretary of Defense to determine, without limitation, the amount of tuition waivers for international cadets.

USMA RESPONSE: USMA can now enroll 60 (versus 40) International Cadets. The Secretary of Defense can grant as many full waivers as deemed necessary and can decide the amount of partial waivers. We will continue to work with 20 full waivers, but will submit additional requests through the Secretary of Defense.

The legislation change recommended above has been enacted (H.R. 2586 National Defense Authorization Act for Fiscal Year 2002 – Reported in the House). Specifically, Section 533 allows for an increase in the number of Foreign Students Authorized to be admitted to the Service Academies. Section 4344 of Title 10 is now changed to allow 60 Foreign Students (previously 40). Additionally, Section 533/Title 10 now states that “the Secretary of Defense may waive, in whole or in part, the requirement for reimbursement of the cost of instruction for a cadet. In the case of a partial waiver, the Secretary shall establish the amount waived.” Requests beyond 20 full waivers will be sent to the Principal Director, International Negotiations and Regional Affairs (Dan Haendel, 703-696-4291).

6. TOPIC: QUALITY OF LIFE.

RECOMMENDATION: The Board requests periodic updates on cadet quality of life issues such as living conditions and morale, including a report on the results of the Cadet Corps-wide and Graduation Surveys.

USMA RESPONSE: USMA has produced a Quality of Life survey and is in the process of compiling the results. The survey includes, but is not limited to, questions related to walking privileges, alternative eating facilities, off-post transportation service, opportunity to take and use free time, and human dignity. The Board will be briefed on the results of the Quality of Life survey at the November 2002 meeting.

7. TOPIC: ADMISSIONS.

RECOMMENDATION: The Board recommended the Academy follow up with selected members of Congress to ensure they understand the availability of positions for their constituents. The Board requests the Academy report on the status of Congressional appointees by each member.

USMA RESPONSE: The Directorate of Admissions continues to work closely (one-on-one) with Congressional Staffs and Members of Congress who do not nominate. The section that processes nominations has recently moved from PERSCOM in Alexandria, Virginia, to USMA Admissions at the Academy, thus eliminating an unnecessary step in the admissions process.

This is the number of Members of Congress who did not nominate candidates:

Class of 2004: 13

Class of 2005: 21

Class of 2006: 11

**SUMMARIZED MINUTES
BOARD OF VISITORS ORGANIZATIONAL MEETING
27 FEBRUARY 2002
WASHINGTON, DC**

1. **MEETING CONVENED.** LTC Clarke, Executive Secretary of the Board of Visitors, called the Organizational Meeting of the United States Military Academy (USMA) Board of Visitors to order at 10:30 a.m., February 27, 2002, in the Veteran Affairs Committee Room, Senate Russell Office Building, Washington, D.C.

2. **ADMINISTRATIVE REMARKS.**

a. The Executive Secretary announced for the record those board members present at the meeting. They were:

Honorable Charles Taylor
Honorable Maurice Hinchey
Honorable Sue Kelly
Ms. Robin Umberg
Mr. Terrence O'Connell
RADM (R) Marsha Evans
BG (R) Gilbert Baca
Dr. Charles Younger

b. Additional members arriving shortly after the Executive Secretary called the meeting to order were:

Senator Jack Reed, Chairperson
Senator Rick Santorum
Senator Mike DeWine
Senator Mary Landrieu
Honorable John McHugh
Honorable Ellen Tauscher

c. Also present were:

Honorable Reginald Brown, Assistant Secretary of the Army for
Manpower and Reserve Affairs
Lieutenant General William Lennox, Superintendent, USMA
Brigadier General Daniel Kaufman, Dean of the Academic Board, USMA
Colonel Timothy Peterson, Chief, Senate Liaison Division, Army
Congressional Liaison
Lieutenant Colonel Michael Beans, Personnel Policy Integrator for
USMA, Office of the Army G1

Lieutenant Colonel Brian Redmon, Assistant Executive Officer to
Honorable Brown
Lieutenant Colonel Edward Clarke, Executive Secretary of the Board of
Visitors
Major Andrew Groeger, Aide-de-Camp to Lieutenant General Lennox,
USMA
Mr. John Kasper, Staff Assistant, Policy and Plans Directorate, Office of
the Administrative Assistant to the Secretary of the Army
Mr. George Bernier, Legislative Assistant to Senator Rick Santorum
Ms. Elizabeth King, Legislative Assistant to Senator Jack Reed
Ms. Laura Parker, Legislative Assistant to Senator Mike DeWine
Mr. Rob Muniz, Fellow to Senator Mike DeWine
Mr. Marshall Hevron, Legislative Assistant to Senator Mary Landrieu
Ms. Anne LeMay, Legislative Assistant to Congressman John McHugh
Ms. Dianne Miller, Legislative Director to Congressman Maurice Hinchey
Mr. Frank McCarthy, Legislative Assistant to Congresswoman Sue Kelly
Mr. Simon Limage, Legislative Assistant to Congresswoman Ellen
Tauscher
Mr. Mykola Zakharchuk, Guest of Congressman Charles Taylor
Ms. Tonia Crowley, Administrative Assistant to the Board of Visitors,
USMA
Ms. Jennifer Pagio, Administrative Assistant to the Board of Visitors,
USMA
Mr. Marc Muthig and Mr. Michael Lynn, Broadcast Equipment Operators,
Directorate of Information Management, USMA

b. LTC Clarke advised the Board that a quorum was present under the Rules of the Board. He noted that supporting materials were provided to each member: the *2001 Annual Board of Visitors Report* and a video extract from "60 Minutes" highlighting West Point. He discussed the Board of Visitors' mission statement.

c. LTC Clarke advised the Board of the requirement to elect an Acting Chair since Senator Reed, the Chair, was delayed in attending the meeting due to a vote in the Senate. The Board elected Mr. Terrence O'Connell to serve as the Acting Chair until Senator Reed arrived.

3. CHAIRMAN'S REMARKS. Mr. O'Connell opened the meeting by thanking everyone for attending and for their service on the Board. He welcomed the new Board members and reviewed the meeting agenda.

4. REMARKS BY THE SECRETARY OF THE ARMY. Mr. Reginald Brown, Assistant Secretary of the Army for Manpower and Reserve Affairs, provided remarks on behalf of the Secretary of the Army. He extended a welcome to the new members and thanked the previous members for their service and contributions to the Academy. Mr. Brown encouraged the Board members to schedule visits to West Point during cadet summer training.

5. ELECTION OF OFFICERS. The Acting Chair recommended the Board move to complete the required business while a quorum was present. He opened nominations for the 2002 Chairperson.

a. Mr. O'Connell nominated Senator Jack Reed as Chairperson of the Board of Visitors. Ms. Umberg seconded the nomination; there were no other nominations. Senator Reed was elected as Chairperson by a unanimous vote by the members.

b. Mr. O'Connell opened the nominations for Vice-Chairperson. Ms. Umberg nominated Congresswoman Sue Kelly to serve as Vice-Chair; there were no other nominations. Congresswoman Tauscher seconded the nomination. Subsequently, Congresswoman Kelly was elected to serve as the Vice-Chairperson.

6. SELECTION OF THE EXECUTIVE COMMITTEE. Senator Reed arrived and assumed his role as Chairperson. He asked for volunteers to serve as members of the Executive Committee. The following members were appointed:

Senator Jack Reed, Chairperson
Congresswoman Sue Kelly, Vice-Chairperson
Congressman Charles Taylor
Congresswoman Ellen Tauscher
RADM (R) Marsha Evans
BG (R) Gilbert Baca
Ms. Robin Umberg

Dr. Charles Younger also desired to serve on the Board. Senator Reed asked him to wait until next year.

7. SUPERINTENDENT'S REMARKS AND ISSUES UPDATE.

a. **INTRODUCTORY REMARKS.** Senator Reed asked the Superintendent for his remarks to the Board on Academy issues ongoing since the Board's last meeting in October 2001. LTG Lennox began his remarks by thanking the former members of the Board for their attendance, dedication, and service to the Academy. He welcomed the new members and discussed the importance of their role to the Academy. The Superintendent encouraged new members to visit the Academy and learn about the Academy's academic, physical, and moral-ethical issues and meet cadets. The Superintendent began the briefing by providing updates on taskers requested by the Board at the October meeting held at West Point.

b. **ARVIN CADET PHYSICAL DEVELOPMENT CENTER.** The Superintendent discussed the history of Arvin Cadet Physical Development Center (CPDC). Approximately ten years ago, the Academy identified the need to replace the

facility. The facility, a composite of buildings constructed 80 years ago, are in poor condition and the maintenance costs exceeded a \$500,000 a year. The Army originally authorized \$85 million in FY 1998 for the project. However, due to the increased costs from materials and labor, the Academy requested additional funding to support the project. LTG Lennox informed the Board that Congress lifted the funding cap and extended funding to \$102 million for the project. The bids were received last fall indicating the need for additional funding. The Department of Defense will reprogram funding for the Arvin CPDC and forward this action to Congress for approval in March 2002. He encouraged Board members to assist with moving the reprogramming action through Congress quickly in order to meet the May deadline for accepting the final bid. The estimated construction completion date is 2005. The loss of space in the Arvin CPDC due to demolition has significantly affected cadet life. The cadets are required to take extra time from their academics for movement to temporary athletic facilities located in various areas on post.

c. **USMA ACADEMIC MODERNIZATION.** The Superintendent discussed the need for a new library and modernization of the science facility. BG Kaufman, the Dean of the Academic Board, discussed the library deficiencies. He stated the Middle States Association Accreditation Board reported the existing library was deficient in terms of programs, technology, and size. The Dean stressed the importance of having an adequate modern library in order to remain competitive with other Tier One institutions. He further discussed the anticipated continued growth of collections by three percent per year and stated that adequate space for group studies areas is necessary to enhance the learning experience. The proposed library learning center will allow for additional space, modernization, and increased technology and programs. The library will consolidate learning and teaching resources, providing adequate space for collections as well as housing the Center for Enhanced Performance, a cadet enhancement program; and the Center for Teaching Excellence, a faculty development program. The Superintendent thanked Congressman Taylor for his assistance in obtaining funding for digitization of the library collections. LTG Lennox discussed the timeline for the library project, but also noted the funding for the library is currently on hold. He plans to brief the Senate and House Appropriations Committee staff members this week with the goal to have Congress lift the hold on funding. Mr. O'Connell suggested the Board explore other funding options besides the Department of Defense. Mr. O'Connell suggested tapping into the new security budget for additional funding.

The Dean discussed the existing deficiencies in the science program. Bartlett Hall, built in 1914, currently houses the Chemistry, Physics and Photonics programs. The Academy plans to refurbish and modernize this building. The normal planning figure for Chemistry laboratories for undergraduate programs is 100 square feet per student. The Academy's science labs currently only offers ten square feet per student. Due to the limited size of the existing laboratories, it requires two weeks to rotate the entire Chemistry course through a lab cycle rather than the recommended two-day course schedule. BG Kaufman stressed the importance of science as a foundation for cadet learning.

The Superintendent discussed the construction options for the new science building. The original plan was to build the science building first, then renovate the library and then extend it into the science building. The Academy would gain 126,000 square feet of classroom space, more than what was needed and the total cost was \$134 million. West Point studied the issue further through an AAA study that proposed to build the library first since constructing a library is less costly. The library would be built across from the existing library. After construction is completed, the old library would be renovated allowing for space for the archives (on the first floor). Currently the archives are stored in the Visitors Center located two miles away from the central cadet area. The old library space would connect to the science building, moving the Physics program into the 2nd, 3rd and 4th floors of the library. By moving the Physics program, Bartlett Hall could be renovated. Then, the newly renovated Bartlett Hall would house the Chemistry program. The projects are sequenced with a timeline to minimize major disruptions in the science program. This option allows for the most efficient use of existing space and gives the Academy a state of the art academic complex with a cost substantially less under this scenario, only \$90 million. Congressman Taylor suggested digitizing the archives and special collections. The Dean mentioned the digitization process is currently underway. The Dean stated the archives and special collections need to be consolidated with existing collections allowing cadet access for research. Mr. O'Connell suggested the Academy explore funding options through the Homeland Security program to protect and secure the historical collections.

d. **INTERMEDIATE LEVEL EDUCATION FOR FACULTY.** The Superintendent informed the Board that currently 62 percent of the faculty at the Academy is composed of rotating junior military officers. These officers leave their units to complete two years of graduate school and a three-year assignment at the Academy, followed by one year to attend the Command and General Staff College. The Superintendent discussed the success rate of these officers once they complete their West Point assignment. He expressed the perceived concern for the amount of time taken away from their basic units and career fields. The Superintendent stated the Academy staff wants to change the Army's myth that taking five years out of the officer's career to teach at the Academy can risk officers' careers for potential promotions. The only problem that currently exists in the process is the two-year branch qualification requirement. The rotating military officers typically are a half a year short for consideration of battalion command. LTG Lennox is working closely to change this requirement allowing for consideration after 1-½ years of completing a branch qualification assignment. The Superintendent mentioned that other Service Academies are experiencing similar problems.

e. **US PERSCOM VISIT.** The Superintendent discussed the US PERSCOM visit to the Academy this fall. During this visit, MG Adair, Commanding General of US PERSCOM, discussed the new Officer Evaluation Reports (OERs) with Academy personnel. The Academy staff is in the process of training supervisors to use the new OERs in the evaluation process. The Academy staff is working closely with US PERSCOM on post-West Point sponsorship programs such as facilitating and marketing

post-tour success stories through Army departments and changing the timeline requirement for branch qualifying assignments.

f. **INTERNATIONAL CADETS.** The Superintendent discussed the international cadet tuition program. He explained to the Board that three years ago Congress made a change in this program. Title 10, United States Code, Section 4344, authorized the Secretary of the Army to allow forty persons from foreign countries to attend the United States Military Academy at any one time. Thanks to help from the Board, Congress has passed legislation amending this code to allow sixty cadets at any time. In addition, the Secretary of Defense has the authority to grant a written waiver of reimbursement for all or part of the instruction cost for international cadets.

LTG Lennox discussed the purpose of having foreign students attend the Academy is to support the United States' national security policy by enhancing ties with other countries. In addition, the program enriches the cadets we select to visit foreign academies in the summer. The Superintendent mentioned that actual costs to train the international cadets is a marginal cost relative to what is gained from international relations. BG (R) Baca inquired about the selection process. The Superintendent stated that countries volunteer for participation.

g. **QUALITY OF LIFE RESEARCH EFFORTS.** The Superintendent discussed the quality of life/command climate survey process. The Academy recently completed a Military Equal Opportunity Climate survey. The results were positive; however, issues of sexual harassment were mentioned. As a result, the Academy is addressing this issue by developing a Health and Wellness committee to explore sexual harassment and assault issues. The Academy is in the process of developing a sexual assault survey targeted to female cadets. A quality of life survey will be conducted for all cadets in August. A command climate survey will be conducted for Academy staff and faculty in October. The Superintendent stated the Academy would present the results of these surveys to the Board as soon as they are available.

h. **ACADEMY OVERVIEW.** The Academy experienced great success with the Class of 2001 graduating 914 cadets in June 2001, representing a quarter of the Army's second lieutenants. He mentioned the high number of national scholarship winners in the Class of 2002. The Dean stated the Academy is the most successful school in the country in national scholarship competition. The Academy's combined total of Rhodes and Marshall winners is the highest since beginning this competition in 1982. Currently, USMA is ranked 4th in the country in the number of Rhodes Scholars.

The Superintendent discussed USMA's excellence in athletics. He reviewed the Army football schedule for the year. The Academy is competing in the Conference USA games. The Army-Navy game will not be held in Philadelphia this year due to a large convention currently scheduled, rather it will be held in Giants Stadium in New Jersey on December 7, 2002. Next year, the Academy is open for bids for cities to host future Army-Navy games.

i. **TRANSITION ASSESSMENT.** The Superintendent informed the Board of the short and long term goals developed by the transition assessment team. He highlighted the Moral Ethical Development and Military Program short-term goals.

(1) **HONOR CODE.** With the assistance of the transition team, the Academy is in the process of reviewing the honor code process. The goals are to improve the following: the cadets' understanding of the honor code, the honor code hearing process, the case process timeline to 30 days, and the overall efficiency. In addition, he addressed goals to improve the values education program providing consistency and standardization among all the cadet classes. The Academy staff also wants to educate cadets in the honor code system earlier in their training at the Academy.

(2) **MILITARY SCIENCE.** The Superintendent stated the Academy is trying to further incorporate military science into the curriculum. The Dean discussed the inclusion of officership by relating academics to real life Army situations. For 2002, the Academy is adding five hours of military science classes prior to summer training to prepare cadets for summer military training. Next year, following the completion of summer training in August, additional military science classes (one hour each week) will be included in the academic schedule throughout the year. This additional training will prepare cadets for military training and reduce military science days offered in the military intersession curriculum. The Superintendent reported that would provide more time for reflection on the military. The Superintendent further discussed the Simon Center for Professional Military Ethics and its focus on the cadet leader development process combining academic, military, moral/ethical and physical programs.

The Superintendent briefly discussed Companycommand.com, a successful website created by USMA officers during their free time. This website, a tremendous asset for the Army, encourages discussion among company commanders, mentorship, and the publication of articles. These officers who designed the website are rotating from the Academy and the Superintendent is seeking Army positions to maintain this website.

j. **EMERGING USMA COMMAND PLAN ISSUES.** LTG Lennox addressed increasing personnel requirements primarily to support increased security requirements at West Point. The Academy is requesting an additional 315 soldiers to support the Homeland Defense and security initiatives.

k. **COMPETITIVE SUSTAINMENT LEVEL.** The Superintendent informed the Board the Academy is competing with other Tier One schools rather than other Army installations. The Academy underwent a study to determine the level of funding, the competitive sustainment level (CSL), which was required to remain competitive with the other schools. The CSL is a ten-year buyout program consisting of \$200 million to correct the infrastructure maintenance backlog at the Academy. The Army has agreed to provide CSL funding to support and sustain the Academy's programs. In FY 2002, a

\$35.5 million CSL shortfall exists. Additional funds are required due to changed conditions such as energy cost increases, force protection initiatives, information technology upgrades, and strategic sourcing (commercial activity studies).

1. **PUBLIC/PRIVATE FUNDING.** The Superintendent discussed the various sources of funding for the Academy. He stated the government funds “core” programs such as building barracks, academic buildings, Arvin CPDC, and the library as well as supporting minimum requirements for degree and commission. Private funds support the “Margin of Excellence” programs that go beyond the core programs and allow the Academy to remain competitive. Private funds have supported upgrading athletic facilities, co-curricular activities and clubs. The Academy has been successful in raising over \$200 million in private funding through the Association of Graduates’ (AOG) Bicentennial Campaign.

The Superintendent stated that private funding from the alumni provided resources for the following Margin of Excellence projects: Kimsey & Randall Athletic complex, Lichtenberg Tennis Center, Shea Stadium renovation, Johnson Stadium upgrades, Hoffman Press Box, Caufield Crew & Sailing Center, Lichtenberg Tennis Center, Malek Tennis Center, and the Thayer Pedestrian Walk.

AOG capital projects ongoing include the Gross Sports Center for gymnastics, basketball and volleyball; Tronsrue Marksmanship Center; and Arvin CPDC margin of excellence enhancements provided by alumni. Future AOG capital projects include the Scancarello Skeet and Trap lodge, golf team training facility, military heritage center, and rugby center. The Superintendent mentioned the cost of building at West Point is extremely expensive. In the future, he stated that a ten percent concept design and estimate would be obtained prior to beginning the fund raising efforts in order to provide the best possible estimate.

The alumni are providing approximately \$30 million a year in funding for facilities as well as classroom chairs of academic departments, and conferences.

m. **USMA MASTER PLAN.** The Superintendent provided an update on the USMA Master Plan. The majority of the plan has been completed with a few exceptions: Hotel Thayer Privatization project is on hold due to the Buffalo Soldier Field entrance/parking which is tied to the expansion of Hotel Thayer; the indoor practice facility for the football and lacrosse teams was not fully funded; and the Cadet Activities Center project was included in future plans.

n. **USMA PROGRAM OBJECTIVE MEMORANDUM (POM) UPDATE.** The Superintendent discussed proposed POM military construction (MILCON) projects for future years. The proposed POM projects for 2004-2009 include: the Multi-purpose Education Support Complex (library) phases 1 and 2 (FY04/05), Community Activity Center (FY06), Multi-purpose Academic Building (science building) (FY 07), the fire station headquarters renovation project (FY07), the North Post Access Road (FY08), multilevel parking cadet support zone (FY 08), cadet barracks (FY08), hospital expansion

(FY09), and a Community Athletic Facility (FY09). RADM (R) Evans inquired about funding for housing maintenance. The Superintendent stated the funding for housing was adequate with the exception of housing for coaches. The Department of the Army does not support the housing for coaches. The Directorate of Intercollegiate Athletics is working on raising funds to renovate housing for coaches. Housing is offered as a recruiting tool to coaches since their salaries are not competitive with other schools. Lastly, the Superintendent reported the Academy is trying to align its funding with Army programs.

o. **LONG RANGE PROJECTS.** LTG Lennox highlighted long-range projects such as the consolidation of the maintenance, and housing and public works, and logistics facilities and relocation of these facilities off main post to free up flat space in the cadet zone and cadet support zone for future construction. Another long-range project is the Aquatics Survival Center and the pool facility, to be housed in Arvin CPDC. In order to be NCAA certified to compete in major races, the pool needed to be expanded from six to eight lanes. Additional long-range projects include building a rugby complex, upgrading Clinton Soccer Field, and constructing a tennis stadium. A critical project at Buffalo Soldier Field Area is shifting the Hotel Thayer parking lot to allow for a security area at the Thayer gate. This project must be completed in order to implement the Hotel Thayer expansion project. LTG Lennox further discussed the master plan for the Department of Defense run elementary and middle school on post. He reported key items included in this plan are building a gymnasium and a lunchroom.

p. **SECURITY.** USMA is currently at Army Force Protection Condition Bravo Plus in order to protect cadets. The Academy is using the Visitors Center to bus in tourists. USMA security priorities include maintaining aggressive access control at the gates and cadet area, promoting security awareness throughout the USMA community, and randomly changing measures to confuse potential threat surveillance. The Superintendent stated that providing parking lots off West Point would assist in the security measures. The Academy is proposing building multi-tier parking garages with 4,800 spaces and busing visitors into the academy to attend public events, thus reducing traffic and minimizing the threat of terrorism on West Point. In addition, the Department of the Army is working on providing a proposal for security personnel, employing either contract or active national guard/reserve soldiers. Senator Landrieu expressed her concern about keeping the Academy open to the public. West Point is a national treasure and it needs to be accessible to the public. The Superintendent mentioned that tours are available to the public through the Visitors Center.

q. **USMA PROPOSED LAND CONVEYANCE.** The Academy is working closely on an agreement with the Town of Highland Falls providing the town 300 acres of West Point property. Currently, the community is land locked and trying to expand its tax base to help the high school. The goal for the use of the land is to bring in housing and light industry to provide a larger tax base support for the high school. This plan would benefit the USMA community since the high school is a joint school utilized by Highland Falls and West Point families. A plan is expected to be completed by May 1, 2002.

r. **BICENTENNIAL UPDATE.** LTG Lennox informed the Board of upcoming bicentennial events. The Superintendent indicated the bicentennial year began in August 2001 when the bicentennial class of 2002 took command of the Corps of Cadets. A series of events took place in fall 2001 leading up to the birthday celebration planned for the spring 2002. Highlighted events include a Smithsonian Exhibit featuring West Point in an Army history depiction opening in Fall 2002. Upcoming events next month include the Carnegie Hall Concert on March 15, 2002. A worldwide Founder's Day celebration beginning on March 16 which includes minting a West Point coin and issuing a bicentennial stamp followed by a Founder's Day Dinner in the Cadet Mess Hall at West Point. President George Bush is scheduled to speak at the 2002 Graduation Ceremony. In addition, French cadets will attend our graduation ceremony and USMA cadets will march in the Bastille Day celebration in France. Oregon PBS aired a two-hour documentary on West Point in January. ABC network television and their affiliates intend to feature a television show honoring West Point airing this spring or summer. National Geographic will feature a documentary special this fall. LTG Lennox indicated the increased awareness of the Academy through this publicity should help in the marketing efforts.

s. **SUPERINTENDENT CLOSING REMARKS.** LTG Lennox closed his briefing by encouraging BOV support for the funding efforts such as the POM investment and the USMA Master Plan projects such as Arvin CPDC, the new library, the science building, housing renovations, and the future cadet barracks project.

8. SELECTION OF BOARD MEETING DATES.

a. **SPRING MEETING.** Wednesday, May 15, 2002, was selected as the tentative date for the 2002 Spring Meeting. The Board suggested the Spring Meeting be held in Washington, D.C., in the Veteran Affairs Conference Room, Senate Russell Building, to enhance opportunities for attendance by Congressional members.

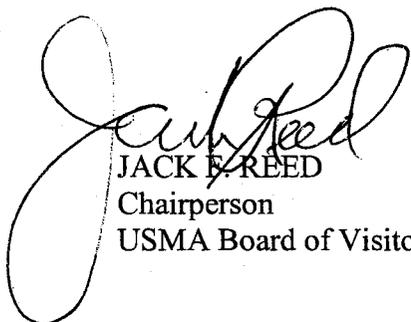
b. **VISITS TO SUMMER TRAINING.** No specific date was selected for a summer training visit. Board members will visit summer training individually as their calendars permit. Each member will notify the Executive Secretary when they plan to visit during summer training.

c. **FALL/ANNUAL MEETING.** Friday, November 8, 2002, was selected as the date for the Fall Annual Meeting. This meeting will allow the Board members to attend a Cadet Review and the Army-Air Force football game.

9. **AREAS OF INTEREST FOR CY2002 BOARD MEETINGS.** The Board next moved to consider the topics for the CY2002 meetings. The list of proposed topics was accepted with the provision that members could request additional topics during the year. Mr. O'Connell suggested we utilize the talent and experience from former Board of Visitors members. He suggested the Executive Secretary of the Board catalog the members into a BOV alumni advisory group. The Board motioned for the Superintendent

and Executive Secretary to follow through on this suggestion. BG (R) Baca indicated that he would like a briefing on the retention rates. RADM (R) Evans wanted continuous updates on the honor code process. Ms. Robin Umberg indicated that she would like to see the results of the quality of life surveys administered. The Superintendent stated he would provide a copy of the survey instrument to be administered to cadets in August.

10. ADJOURNMENT. Senator Reed thanked everyone for their attendance and thanked Secretary White and Mr. Brown for their support. With no further business to discuss, the Organizational Meeting of the Board of Visitors was adjourned at 12:45 p.m.



JACK E. REED
Chairperson
USMA Board of Visitors



EDWARD C. CLARKE
Lieutenant Colonel, US Army
Executive Secretary,
USMA Board of Visitors

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AGENDA
ORGANIZATIONAL MEETING
UNITED STATES MILITARY ACADEMY BOARD OF VISITORS
27 February 2002, 1000-1300
Room 418, Russell Senate Office Building, Washington, D.C.

0930-1000	New Member Welcoming Reception (continental breakfast)	LTG Lennox
1000-1005	Administrative remarks	LTC Clarke
1005-1010	Opening comments and introduction of agenda	Senator Reed
1010-1015	Election of Chair and Vice-Chair	Senator Reed
1015-1020	Election of the Executive Committee Members	Chairperson
1020-1035	Remarks by the representative of the Secretary of the Army	Mr. Reginald Brown Assist. SecArmy for MR&A
1035-1200	Remarks and updates by the Superintendent and the Dean	LTG Lennox/ BG Kaufman
1200-1210	Break at Chairperson's Discretion (Working Lunch Provided)	
1210-1235	Completion of update by the Superintendent and the Dean	LTG Lennox/ BG Kaufman
1235-1240	Selection of future meeting dates for the year 2002 Spring: Washington, D.C.; Fall: West Point	Board Members/ Chairperson
1240-1245	Special visit opportunities	Board Members/ LTC Clarke
1245-1255	Selection of matters proposed for discussion at the Spring and Fall Meetings	Board Members/ Chairperson
1255-1300	Remaining business and adjournment	Board Members/ Chairperson

**SELECTION OF PROPOSED MEETING AND VISIT DATES
FOR THE 2002 BOARD OF VISITORS**

ORGANIZATIONAL MEETING (Washington, D.C.) This annual meeting convenes to elect the BOV Chairperson and Vice Chairperson. The Executive Committee is reconfigured, as desired by the Board membership. The dates of the Spring and Fall meetings are selected. Briefings are presented by the Superintendent, and others. Topics for future updates (briefings) are selected by the Board members. Board discussions are held.

Wednesday, 27 February 2002

Academic Period

SELECTION OF SPRING 2002 BOARD MEETING DATE (Washington, D.C.) During this meeting, updates are presented by the Superintendent and others. Board discussions are held. Selection of additional updates is made.

Wednesday, 15 May 2002

Academic Period

Wednesday, 22 May 2002

Academic Period

SPECIAL VISIT DATES (West Point or other cadet training location) A special visit is one which is not made in conjunction with a Board of Visitors meeting. An individual, or a group, like the Executive Committee, may make a visit to observe cadet training, at West Point or other locations. The table, below, lists the major summer training events that will occur this year. Only one BOV member elected to participate in a Special Visit, last summer. We want you to know that we welcome you to participate in this opportunity. After the meeting, please advise LTC Ed Clarke, or Mrs. Jen Pagio if you desire to participate in a special visit.

To be determined at the 2002 Organizational Meeting

Training	Suggested Time Frames	Location
Cadet Basic Training 1 (CBT 1)	10 July – 19 July 02	West Point, NY
Cadet Basic Training 2 (CBT 2)	22 July – 10 Aug 02	West Point, NY
Cadet Field Training 1 (CFT 1)	25 June – 11 July 02	West Point, NY
Cadet Field Training 2 (CFT 2)	21 July – 25 July 02 4 Aug – 8 Aug 02	West Point, NY
Air Assault Training	17 June – 28 June 02 28 July – 7 Aug 02	Camp Smith, NY
Airborne School	3 June – 10 Aug 02	Fort Benning, GA

Training	Suggested Time Frames	Location
Command Diver's Qualification Course (CDQC)	3 June – 6 July 02	Pensacola NAS, FL
Sapper Leader Course	1 June – 2 July 02 13 July – 12 Aug 02	Fort Leonard Wood, MO
Cadet Troop Leader Training (CTLT)	3 June – 2 July 02 8 July – 9 Aug 02	Various Army Installations (e.g., Fort Hood, Fort Benning, Fort Bragg, Fort Knox)
Cadet Advanced Individual Academic Development (AIAD)	3 June – 9 Aug 02	Summer research projects held at various locations

SELECTION OF ANNUAL BOARD VISIT AND FALL MEETING DATE. This, the final meeting of the year, is the only meeting held at West Point. It is held on a Friday before a home football game. Final updates are presented to the Board. Board members can interact with cadets in class and at lunch; and attend a roundtable discussion with tactical officers and noncommissioned officers (NCOs). The BOV *Annual Report to the President, 2002* is approved for publication. These are dates are provided for your consideration.

Friday, October 25, 2002

Army Football Game

Army vs. UAB

Friday, November 8, 2002

Army Football Game

Army vs. Air Force

**MATTERS PROPOSED FOR DISCUSSION
FOR THE 2002 USMA BOARD OF VISITORS MEETINGS**

SPRING MEETING Washington, D.C.

Suggested Program Updates:

- Academic Program
 - Assignment to USMA and OPMS XXI
 - New Library/Learning Center
 - Multipurpose Academic Building
- Military Program
 - Quality of Life issues
- Physical Program
- Class of 2006 Admissions Update
- Athletic Update (ODIA)
- Major Military Construction Update
- Competitive Sustainment Level Funding
- Bicentennial Update
- Honor Code
- AOG Contributions
- Other Recommendations by Board Members

INDIVIDUAL SUMMER VISIT OPPORTUNITIES (various locations)
(Individual basis, as requested - no formal meeting)

Training	Suggested Time Frames	Location
Cadet Basic Training 1 (CBT 1)	10 July – 19 July 02	West Point, NY
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FALL MEETING (Date TBD) West Point, NY

- Prepare Annual Report (must be forwarded to President within 60 days)
- Attend classes with cadets
- Participate in Roundtable discussion with Tactical Officers & Tactical Non-commissioned officers
- Propose Matters for discussion at Spring 2002 Board Meeting

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Board of Visitors' Mission

- The Board of Visitors is charged with inquiring into the morale and discipline, curriculum, instruction, physical equipment, fiscal matters, ethical, and academic programs of the United States Military Academy (USMA).
- The BOV provides oversight and advisory roles to the Superintendent, the Army, and the President on the operations of the USMA.
- The Board submits an Annual Report to the President concerning any actions, views, and recommendations pertaining to the Academy.



Agenda

0930-1000	New Member Welcoming Reception	LTG Lennox
1000-1005	Administrative Remarks	LTC Clarke
1005-1010	Opening Comments and Introduction of Agenda	Senator Reed
1010-1015	Election of Chair and Vice-Chair	Senator Reed
1015-1020	Election of the Executive Committee Members	Chairperson
1020-1035	Remarks by the Representative of the Secretary of the Army	Mr. Reginald Brown
1035-1200	Remarks and Updates by the Superintendent and the Dean	LTG Lennox BG Kaufman



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



Agenda (cont.)

1200-1210	Break at Chairperson's Discretion (Working Lunch Provided)	
1210-1235	Completion of Update by the Superintendent and the Dean	LTG Lennox BG Kaufman
1235-1240	Selection of Meeting Dates for 2002 Spring and Fall Meetings	BOV Members Chairperson
1240-1245	Special Visit Opportunities	BOV Members LTC Clarke
1245-1255	Selection of Matters Proposed for Discussion at the Spring and Fall Meetings	BOV Members Chairperson
1255-1300	Remaining Business and Adjournment	BOV Members Chairperson

Prepared by: USMA, OPA

Celebrating 200 years of Excellence

3



USMA BOV

27 February 2002

Prepared by: USMA, OPA AS OF: 25 FEB

4



Outline

- Taskers
- Transition Issues
- CSL Update
- MILCON/AOG
- People Requirements
- Land Conveyance
- Military Program Review
- Honor
- Bicentennial Update
- What we need from the BOV!



Taskers

- Arvin CPDC Update
- Academic Modernization (Library/Science)
- Assignment to USMA within OPMS XXI
- International Cadets Update
- Quality of Life



Arvin Pre-Project Conditions

- Escalating M&R costs: \$524K/yr
- 445,000 sq. ft.
- 6 Structures, 70 years old
- 27 different roof levels
- 50 Mechanical rooms
- Historical significance
- Irrational circulation
- Unsafe structure!
- Not within code, to include Americans with Disabilities Act
- Gender-equity deficiencies
- NCAA Non-compliance



- Building systems failing
- Use priority:
 - #1 - 4,000 Cadets
 - #2 - USMA community: soldiers, families, staff & faculty

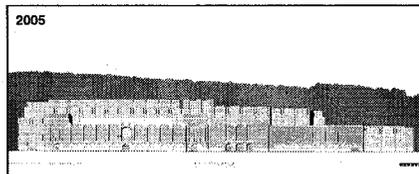
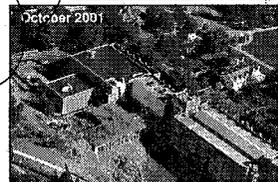
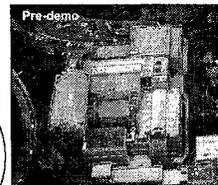


Arvin CPDC Update

- Phase 1/1A (Demolition)
 - Completed
- Phase 2/3
 - Award Recommendation
 - 21 NOV 01
 - Reprogramming Action
 - Submitted 10 JAN 02
 - Awaiting Congressional Approval of Reprogramming
 - Award Contract
 - MAR/APR 02?
 - Construction Complete
 - 2005?

Thanks for the continued support!

New cap - \$102M





Arvin Impact – Temporary Facilities

<u>LOCATION</u>	•	<u>FUNCTIONS</u>
"Lost 50's"	•	DPE faculty offices
Crandall Pool	•	All aquatic activities
'62 Room (1/2)	•	DPE training & cadet PT
Eisenhower Hall	•	Fencing club, Rabble Rousers
Cullum Ballroom	•	ODIA wrestling & DPE combatives
Johnson Stadium	•	ODIA training
Gillis Field House	•	DPE instruction
Bldg 639 (ODIA Bldg)	•	Fitness training

Hayes Gym Addition
"Fitness Testing
Corners"



Significant Problems with Cadets in Temporary Facilities

Impact:

- 20-30% decrease in amount of instruction time because of extended travel times
- 75% loss of court-space

Cadet fitness
levels

Currently, two classes
will never experience
an adequate physical
program facility!!

Result:

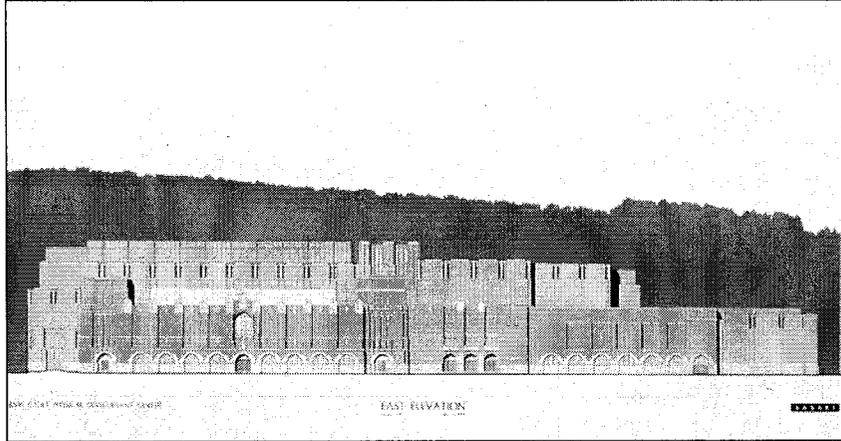
- 4 lifetime sports classes cut
- Deleted winter intramural season and cut 6 sports
- Teams must split practice time
- Reduction of home matches for club sports because of no home facilities
- Eliminated 2 club teams, displaced 6 teams to inadequate facilities, and reduced practice time of 4 teams
- Many club teams and "rock" swimmers must practice during the evening study period
- No inclement weather plan for planned outdoor physical training
- Affects ability to learn necessary motor skills through practice and repetition



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



Arvin CPDC - 2005



Prepared by: USMA, OPA

Celebrating 200 years of Excellence

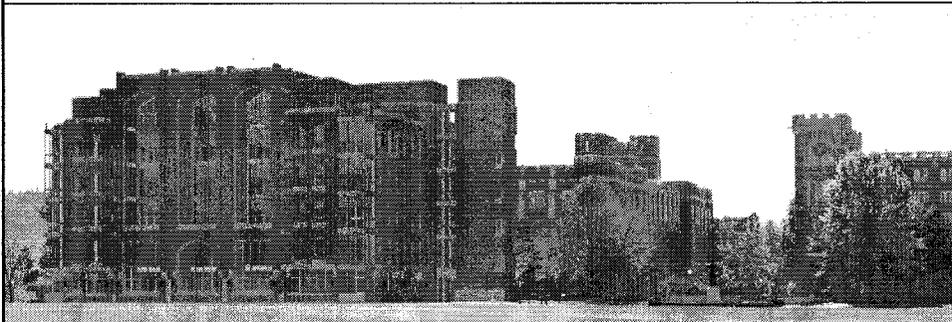
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*Duty - Honor - Country: West Point at 200 years --
Timeless Leadership*



USMA Academic Modernization



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Celebrating 200 years of Excellence

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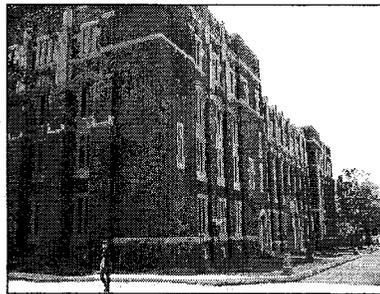
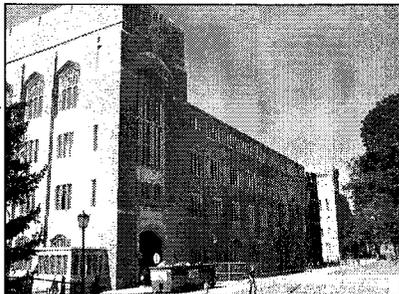
The Challenge of Academic Facilities Modernization

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



Existing Conditions

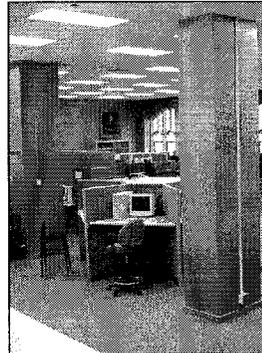
- **USMA LIBRARY**
(designed for 2600 Cadets, now 4000)
built in 1964
- **BARTLETT HALL**
(Chemistry, Physics and Photonics)
built in 1914





Existing Library Deficiencies

- Existing Library is undersized.
 - increase in collection
 - addition of new programs
 - addition of technology
- Library collection and program growth has displaced cadet reading and study areas.
- Army Audit Agency cited USMA Library as being deficient.
- Jeopardizes ability to carry out USMA Academic Standards.
- MSA Accreditation Reports from 1989 and 1999 cite the library as being deficient and as a “high priority”.



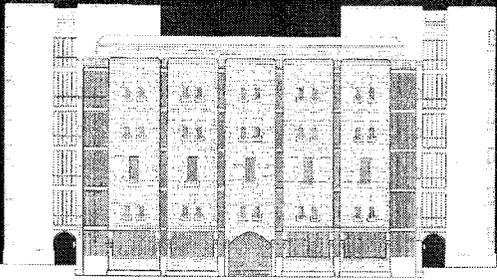
Existing Science Deficiencies

- Existing Labs are Undersized
 - cadet lab groups are too large for optimal learning
 - new technology and equipment is not adequately integrated into existing labs and classrooms
- Programs Added Since Last Renovation
 - Photonics Research Center
 - Nuclear Magnetic Resonance Lab
 - Quantitative Chemistry Lab
- Increased use of computers and special instrumentation
- Increased Body of Scientific Knowledge to Teach



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Library Milestones and Costs

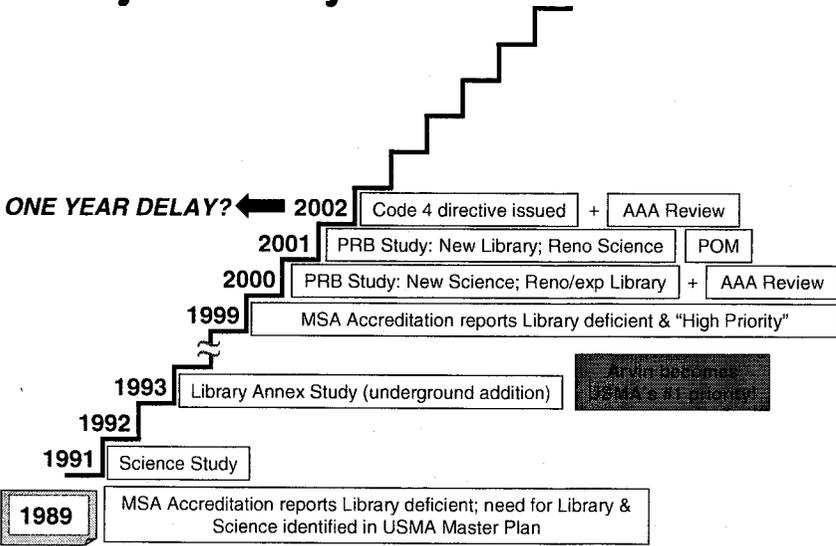



- Supt approved Concept: JUL 00
- 1391 submitted to DA: DEC 00
- DA Approval: MAY 01
- **Begin Final Design:** FY 02? On Hold!
- Begin Construction: FY 04
- Complete Construction: 2006
- Costs:
 - MCA -- \$52 Million
 - OMA – \$13.7 Million

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History of Library Construction Effort



ONE YEAR DELAY? ← 2002 Code 4 directive issued + AAA Review

2001 PRB Study: New Library; Reno Science POM

2000 PRB Study: New Science; Reno/exp Library + AAA Review

1999 MSA Accreditation reports Library deficient & "High Priority"

1993 Library Annex Study (underground addition) Arvin becomes USMA's #1 priority!

1992

1991 Science Study

1989 MSA Accreditation reports Library deficient; need for Library & Science identified in USMA Master Plan

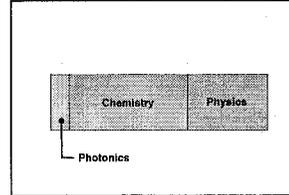
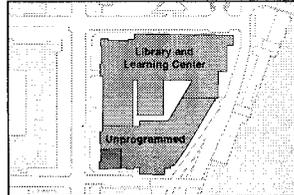
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Option 1: Construct New Science Building; Renovate Bartlett Hall for Library/Learning Center



Library/ Bartlett Hall

■ Renovated Library and Learning Center	163,000 SF
Total Renovation	163,000 SF
■ Unprogrammed Space	126,000 SF

New Full Science Building

■ New Chemistry	129,000 SF
■ New Physics	95,000 SF
■ New Photonics	20,000 SF
■ Building Support	13,000 SF
Total New Construction	257,000 SF

Cost of Renovation (\$178 per SF):	\$29 million
Cost of New Construction (\$350 per SF):	\$90 million
Central Apartments Demolition and Reconstruction:	\$15 million
TOTAL Cost All	\$134 million

Note: This option represents our initial idea, but it was ultimately rejected based on the study because it was too expensive and it violated sequencing priorities (library is first priority because of accreditation issues).

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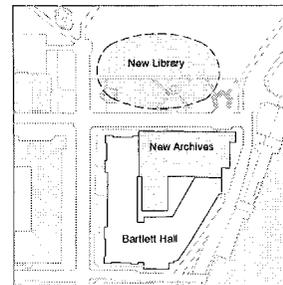
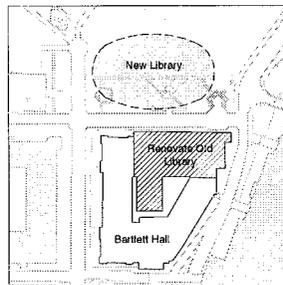
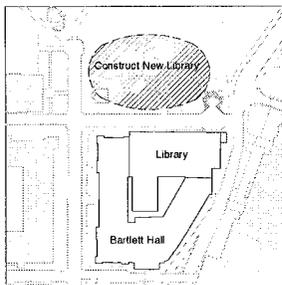
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Option 2: Academic Complex Part 1: Construct Library/Learning Center



1. Construct New Library.

- Library and Science operate uninterrupted as-is.

New Construction: 141,000 SF
Cost (\$289 per SF): \$41 million

2. Renovate First Floor and Basement for Institutional Archives and Special Collections.

- Library occupies the new building.
- Archives remains on the Fourth Floor during the renovation.
- Science remains uninterrupted as-is.

Renovation: 22,000 SF
Cost (\$151 per SF): \$3 million

3. Completed Project: Fully useable Facilities.

- Library functions occupy the New Library Building
- Archives function occupies the renovated Old Library.
- Vacated space in the Old Library awaits renovation for Science.

Total Cost: \$44 million

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Option 2: Academic Complex
Part 2: Renovate Existing Library & Bartlett Hall for Science

1. **Major Renovation (with seismic upgrade) of the Second, Third, and Fourth Floors for Science Labs.**
 - Archives occupies the First Floor and Basement Floor.
 - Science remains uninterrupted in Bartlett Hall.

Renovation: 78,000 SF
2. **Select Renovation of Bartlett Hall (with sub-phases).**
 - Science takes occupancy of new Labs.
 - Renovate old Labs in Bartlett Hall.
 - During the renovation of Bartlett Hall, some swing space will be utilized.

Renovation: 179,000 SF
3. **Completed Project: Modern Academic Complex**
 - Science functions occupy the renovated old Labs in Bartlett Hall.

Total Renovation: 257,000 SF
Total Cost (\$178 per SF): \$46 million

Total Cost for Academic Complex: \$90 million

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Rationale for Selecting Option 2

- **Cost:** least expensive option
- **Priority:** sequences projects based on overall needs (library first for accreditation reasons)
- **Efficiency:** most efficient use of existing space
- **Engineering:** Avoids significant structural considerations if library expands into Bartlett Hall (seismic?)

Bottom Line: Option 2 gives USMA a state-of-the-art Academic Complex with Library/Learning Center and Basic Science Facility for fewest taxpayer \$.

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Assignment to USMA & OPMS XXI

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The Problem: Compressed Timeline

Rank	0	5	10	15	20
LT	[Bar from 0 to 20]				
CPT		[Bar from 5 to 20]			
MAJ			[Bar from 10 to 20]		
LTC				[Bar from 15 to 20]	

FA Designation (at 5 years)
 CF Decision (at 10 years)
 O-5 Board (at 15 years)

OBC (6-9 mos)
 Initial Assignment (3 years)
 CCC Schooling (6-12 mos)
 Captain Assignment (2-3 years)
 ACS (2 years)
 USMA Utilization (3 years)
 CSC (1 year)
 Branch Qual (2 years)

Assumption: Assignments and school schedule are perfect!!

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PERSCOM Visit – Fall '02

Officer Evaluation Reports (OERs)

- Impact of “new” OER: forced distribution
- CG PERSCOM, MG Larry Adair, visit with department heads
- Careful crafting of OERs to communicate relevance to Army and potential



PERSCOM Visit – Fall '02

Post-West Point Sponsorship

- Need to facilitate post-tour success
- Stringent timelines for branch qualifying assignments
- Tracking of former faculty, use of formal and informal networks to facilitate BQ assignments

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Current Geographic Representation of International Cadets in the Corps

- Western Hemisphere: 5 
 - Barbados - 1 Honduras - 1
 - Dominican Republic - 1 Nicaragua - 2
- Europe: 15 
 - Bulgaria - 2 Croatia - 2 Estonia - 1
 - Kazakhstan - 2 Latvia - 1 Lithuania - 2
 - Romania - 2 Slovenia - 3
- Pacific: 5 
 - Philippines - 2 South Korea - 2 Taiwan - 1
- Middle East: 4 
 - Jordan - 1 Kyrgyzstan - 1 Turkey - 2
- Africa: 3 
 - Cameroon - 3

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International Cadets Update

- USMA asked the DCSPER to 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 that may be waived.
- The National Defense Authorization Act for Fiscal Year 2002 (Public Law 107-107) amended 10 USC 4344 by increasing the number of foreign cadets from 40 to 60. The Secretary of the Defense may grant a written waiver of reimbursement for all or part of the costs of instruction.

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USMA Quality of Life Research Efforts Conducted and Planned

SURVEY TYPE	TARGET GROUP	LAST	NEXT
Military Equal Opportunity Climate	Plebes-Cows	NOV 01	NOV 02
Sexual Assault	Female Cadets		APR 02
Quality of Life	All Cadets		AUG 02
Command Climate	ODEAN Staff & Faculty	Spring 01	Spring 02
Command Climate	USCC Staff & Faculty	1998	
Command Climate	DPE Staff & Faculty	2000	
Command Climate	WP Fire Dpt	2000	
Command Climate	DAD	2000	
Command Climate	Garrison Cmd	2001	
Command Climate	All Military & Civilian Employees		OCT 02
DA Survey of Civilian Workforce	Civilian Employees	2001	
Gender Climate	Sample of USMA Staff & Faculty	1998	

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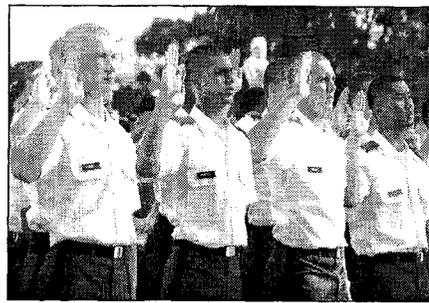


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**Delivered to the Nation:
914 graduates**

**Delivered to the Academy:
1189 candidates**



**Graduation, 2 June 2001
Class of 2001**

**R-Day, 2 July 2001
Class of 2005**

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Class of 2001

• Graduated	914
• Commissioned	890
• Combat Arms	664
• Honor Grads	45
• Gold Star & Wreath	82
• Gold Star	55
• Wreath	143
• International cadets	12
• CAQPA	2.97
• Rhodes Scholar	1
• Truman Scholars	2
• Marshall Scholar	1
• East-West Scholars	3

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National Scholarship Winners Class of 2002

- Rhodes Scholarship (32 awarded):
 - Zac Miller
 - Rob Smith
 - Erica Watson
- Marshall Scholarship (40 awarded):
 - Brian Babcock
 - Anne McClain
 - Ken Wainwright
 - Erica Watson*
- Truman Scholarship (80 awarded):
 - Brian Babcock
 - Zac Miller
 - Erica Watson
- Mitchell Scholarship (12 awarded):
 - Jeannie Huh
 - Ken Wainwright*
- Gates Cambridge Scholarship (40 awarded):
 - Matt Adams
 - Scott Katalenich

* Declined award in favor of different Scholarship

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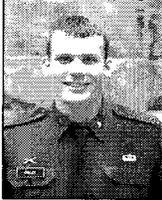
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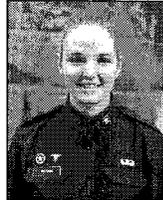

National Scholarship Winners Class of 2002



Zac Miller
(Rhodes, Truman)



Rob Smith
(Rhodes)



Erica Watson
(Rhodes, Truman)



Brian Babcock
(Marshall, Truman)



Anne McClain
(Marshall)



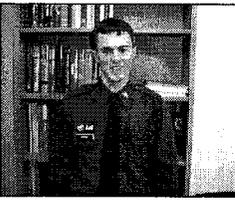
Ken Wainwright
(Marshall)

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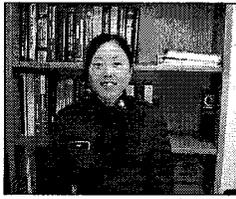
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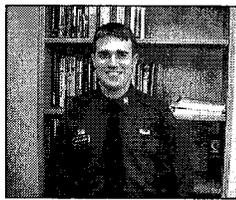

National Scholarship Winners Class of 2002



Matt Adams
(Gates)



Jeannie Huh
(Mitchell)



Scott Katalenich
(Gates)

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National Scholarship Competitions A Record of Excellence

- Combined total of 6 Rhodes and Marshall winners is USMA's highest since beginning Marshall competition in 1982
- Cadets from the class of 2002 won a total of 9/124 (7.26%) of available Rhodes, Marshall, Mitchell, and Gates Scholarships in the United States
- Rhodes Scholars, class of 2002: Harvard 5, USMA 3, Duke 3, Yale 2, Princeton 2, Stanford 2, USNA 1, USAFA 0
- Marshall Scholars, class of 2002: USMA 3, Yale 3, Princeton 3, Stanford 1, USNA 1, USAFA 1
- Truman Scholars, class of 2002: Yale 4, USMA 3, Brown 3, Furman 3, USAFA 1, USNA 0
- Rhodes Scholars, last three years: USMA 8, Yale 8, Harvard 7, Duke 5, Princeton 3, Stanford 2, USNA 2, USAFA 1
- Undergraduate enrollments: Stanford 7886, Harvard 6660, Duke 6325, Yale 5440, Princeton 4663, USMA 4088

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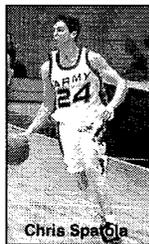
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Excellence in Athletics



Chris Spatola



Phillip Simpson



Keke MacFarlane



Troy Pazzoquin



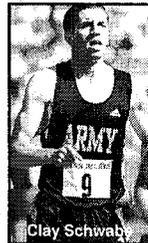
Matt Litten



Jason Lostetter



Branson Perdue



Clay Schwab

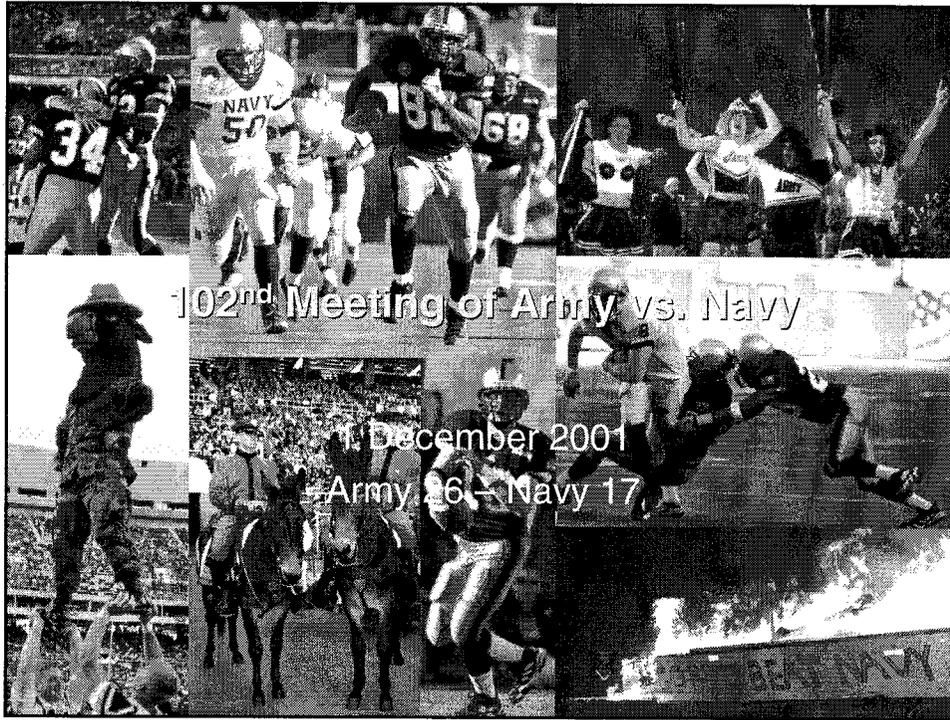


Lauren Rowe

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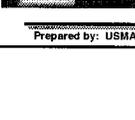
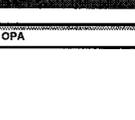
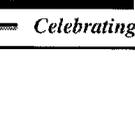
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Army Football - 2002

			September 7	Holy Cross
			September 14	@ Rutgers
			September 21	Louisville*
			September 28	Southern Miss*
			October 5	@ East Carolina
			October 12	TCU
			October 19	@ Houston
			October 26	UAB*
			November 9	Air Force
			November 16	@ Tulane*
			November 23	@ Memphis*
			December 7	Navy (Giants Stadium)

*Conference USA Game

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Transition Assessment

- Transition Team :
 - LTG(R) Tom Burnette
 - LTG(R) Joe DeFrancisco
 - LTG(R) Dick Chilcoat

- Short Term
 - Resources
 - **Moral Ethical Development**
 - **Military Programs**
 - Physical Program
 - Faculty
 - Strategic Communications
 - Strategic Planning
 - Security

- Long Term
 - Resources
 - Facilities
 - Admissions/Retention
 - Time



Moral-Ethical Program

- Improve cadets' understanding of the necessity for honor and integrity in the profession of arms
- Improve the Honor Hearing Process
 - Improve training of cadet board presidents
 - Partition hearings to separate fact finding from matters of mitigation and extenuation
- Improve timeliness and efficiency and provide quick feedback to cadets and staff and faculty
 - Mission is to get case processing to 30 duty days
 - Need to provide timely feedback on cases to both Corps and staff and faculty to help combat cynicism
 - Improve liaison between Cadet Honor Committee and academic departments
 - Develop better liaison with Corps squad/team sports

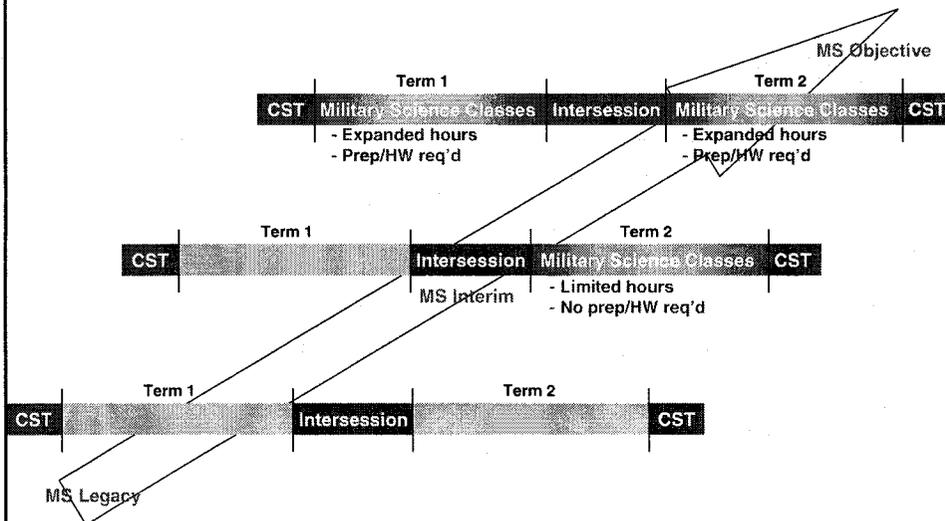


Moral-Ethical Program

- Improve values education
 - Revise content, method, and media for values education
 - Emphasize critical requirement for honor and integrity in the profession of arms
 - Develop an assessment mechanism for values education
- Strengthen cadet acceptance of non-toleration
 - Educate early on hierarchy of loyalty and duty
 - Cannot be stewards of code without abiding by the non-toleration clause
 - Need to understand that approach for clarification is not mandatory
- Revitalize the SHRC as the Superintendent's mechanism for assessment, continuous improvement, recommendations, and follow-up

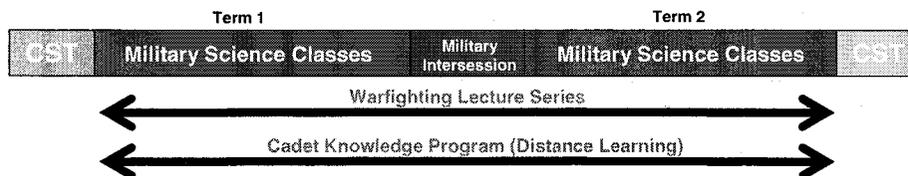


Proposed Military Science Evolution





The Future of Military Science Instruction

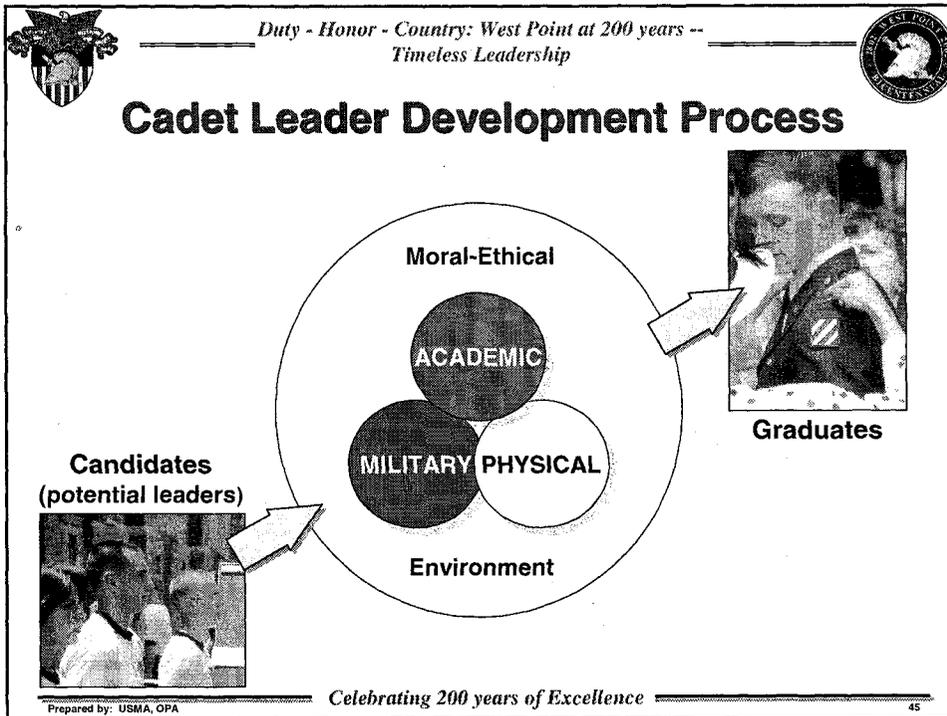


- Reduce Military Science days in Military Intersession
- Add Military Science into Academic Cycle
- Review structure, content, allocation of Cmdt's Hours
- Warfighter lecture series (guest speakers)
- Enhance learning with Web-based instruction
- Include time for cadets to prepare



Methodology for Expanded Military Science Instruction

- Why Change?
 - Establish link between Intersession and the CST period
 - Eliminate “fire-hose” effect of teaching Military Science
 - Provide for logical, progressive Military Science development throughout the 47-month experience
- 16 officers, 2 NCOs, 5 Civilians
- 104 contact hours per Academic Year
 - 13 additional hours of instruction per class per term
 - Graded instruction, requires preparation
- Taught during Commandant's Hour
 - No effect on cadets' academic schedules



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- ## The Simon Center for the Professional Military Ethic (SCPME)
- Develop, coordinate, and integrate USMA programs and activities contributing to the development of a professional self-concept in cadets
 - Supervise the Honor and Respect committees
 - Develop and execute Outreach Initiatives to the Army and to civilian colleges/universities
 - Conduct research on the Professional Military Ethic to determine current content, potential changes and application to the education of cadets and the Army
 - Assess the development of a professional self-concept in cadets at West Point
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SCPME Changes Submitted to FY04 Command Plan

- **Additional Personnel Requirements:**
 - Director, O-6
 - Operations Officer, O-4
 - Mentorship Officer, O-4
 - Spiritual Development Officer, O-4
 - 2 x Curriculum Developer, GS-13
 - Research Assistant, GS-12
- **Personnel Upgrades:**
 - Deputy Director, O-5, branch immaterial to FA 47, Academy Professor
 - Special Assistant for Honor, O-4, to O-5

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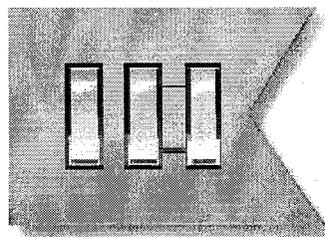
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CompanyCommand.com



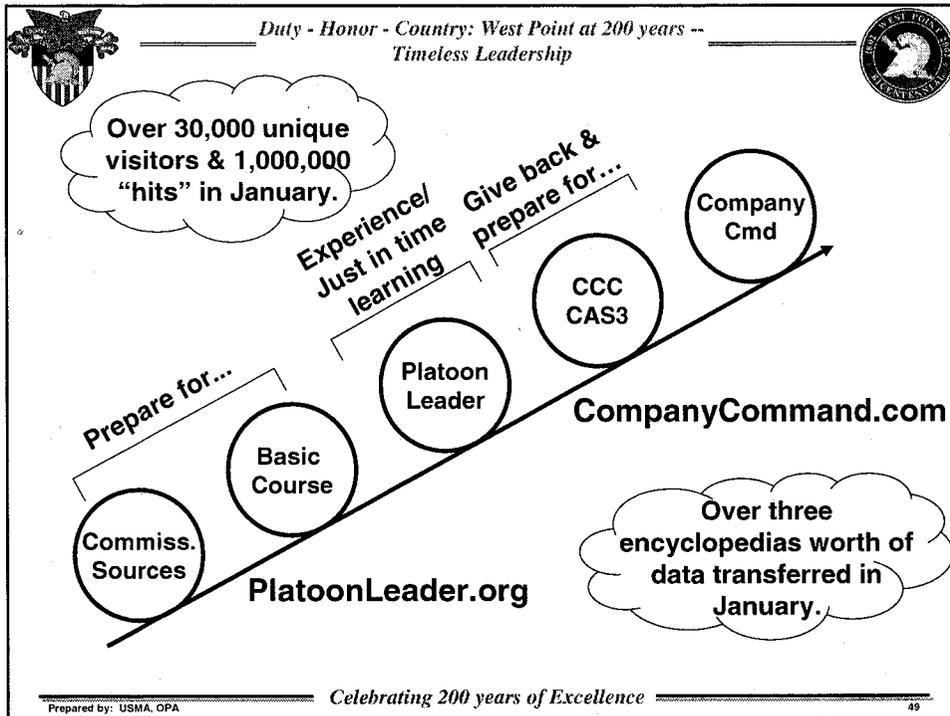
PlatoonLeader.org

A community of professionals providing
Exceptional Leadership at the Company Level

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Recommend Establishment of a Center of Excellence for the Army

<u>Structure</u>	<u>Function</u>
<ul style="list-style-type: none"> • 4 Officers • 1 Webmaster • 1 Admin 	<ul style="list-style-type: none"> • Develop and Operate Company-Level Leadership Forums integrated throughout the Army in Coordination with AKM • Research focused on delivering best practices to other networked communities of practice established for the Army (Warrior Knowledge Network)

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Emerging USMA Command Plan Issues

Requirement	Mil	Civ
DMI Program Restructuring	18	5
Simon Center for Professional Military Ethic	4	3
Outreach/Marketing Program Support (PAO)	0	4
Changed conditions in CSL (QDR restoral, Blackhawk fielding, official billeting)	7	13
Strategic Initiatives – others (Minority Faculty Recruit Liaison, CEP)	1	9
Deferred CSL Initiatives (Library, Chaplain, IRAB)	4	38
Homeland Defense	315	0
Other support (staff support USMA-wide)	1	5
TOTAL	350	77
	O: 44	
	W: 1	
	E: 305	

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“The War”: “Peer” Schools

Wake Forest

UNIVERSITY OF
NOTRE DAME

Princeton University

University of Virginia

VILLANOVA
UNIVERSITY

University of Missouri-Columbia

LAFAYETTE
COLLEGE

Tulane

RICE
UNIVERSITY

Boston College

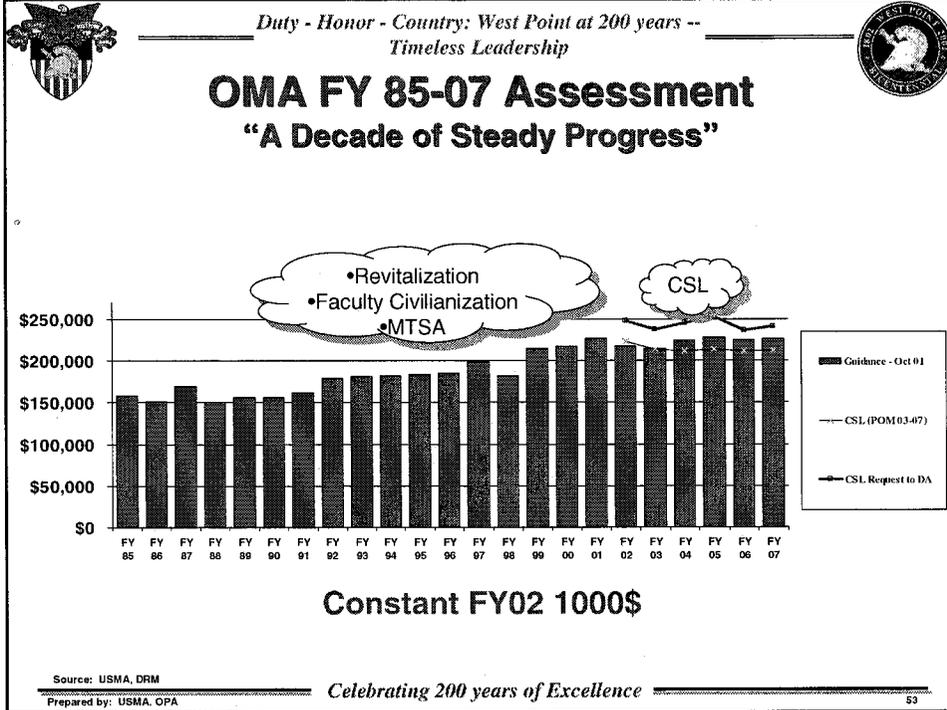
Bucknell

•VCSA Memorandum for Superintendent 17 July 2000 Subject: USMA Competitive Sustainment Level (CSL) Increases in the POM 02-07 Installation and Training PEG Programs “After a comprehensive review by the Army Audit Agency and the Army staff, we have come to resolution on the ...funding levels that will allow USMA to achieve its CSL... The Army has made a solid commitment to fund this national treasure at the level you have recommended for it to remain competitive and allow it to be the premier institution for military education in the United States.”

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- ## "Bridging the Gap" CSL Progress in FY00-01
- Great support from Army for CSL improved:
- | | |
|---|---|
| <ul style="list-style-type: none"> - Academic Program <ul style="list-style-type: none"> • Competitive civilian faculty pay • Increased faculty size • Improved IT infrastructure - Installation <ul style="list-style-type: none"> • SRM sustainment and began backlog buyout • Began replacement of barracks furniture | <ul style="list-style-type: none"> - Admissions <ul style="list-style-type: none"> • Expanded candidate talent search database and upgraded file system • Expanded CBC internship - Physical Program <ul style="list-style-type: none"> • Maintenance of current equipment • Athletic trainers funded |
|---|---|
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“Bridging the Gap” Recognition of Changing Conditions

- DA provided terrific support in FY01
- Funding of the \$10.4M UFR last budget year prevented deferment of CSL progress
- Changed conditions from Refocus addressed:
 - OSHA compliance & safety related projects
 - Physical development equipment
 - Competitive sourcing and management efficiency reviews
 - Energy cost growth ... and other items!

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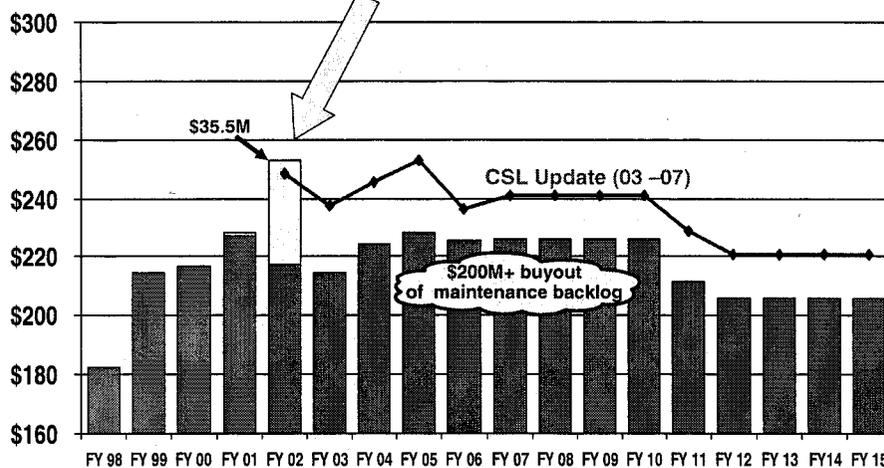
55



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Timeless Leadership



USMA FY02 Budget Status



OMA – (Actual 98-01/02-07 Army Fiscal Guidance)

Source: USMA, DRM

14 JAN 02

Constant FY02\$

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\$35.5M CSL Shortfall for FY02

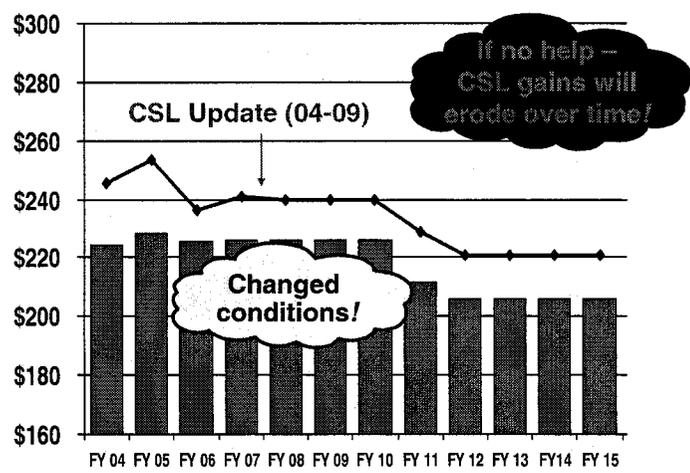
ISSUES	SM
• Force Protection – Homeland Defense	7.900
• IT/Academic Support – Includes IT infrastructure, CSL automation, IT pay, wireless technology	5.313
• Strategic Initiatives – Intercollegiate sports: ODIA	5.000
– Other	0.925
• Other Critical Shortfalls – Commercial activities	4.443
– Academic deferred issues	0.900
– Utilities and SRM shortfalls	9.270
– Lodging appropriated fund support	0.236
– USMAPS underfunding	0.145
– MTSA (subject to change in Army policy)	1.400
TOTAL OMA UFR	35.532
• Bicentennial Shortfalls	1.400
• Accelerated Backlog Buyout of SRM	20.800

Changing conditions contributing to increasing requirements!

Although CSL total over POM was initially funded, FY02 and FY03 were not fully funded to CSL.



USMA CSL Status: POM Years





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Emerging Annual Shortfalls in OMA Funding - FY's 04-09

Category \ FY	04	05	06	07	08	09
Changed Conditions in CSL • (e.g., Commercial Activities Adjustments, IT Pay Raise)	\$7.2M	\$4.2M	\$4.1M	\$5.0M	\$5.1M	\$5.3M
Strategic Initiatives • (e.g. Support for ODIA, STRATCOM initiatives)	\$9.7M	\$9.8M	\$10.0M	\$10.2M	\$10.5M	\$10.7M
Recognized but Deferred CSL Issues from POM 02-07 • (e.g. Library staffing, Arvin & library FFE)	\$5.8M	\$19.8M	\$2.4M	\$2.5M	\$2.6M	\$2.7M
Homeland Defense	\$12.2M	\$4.1M	\$4.7M	\$7.3M	\$5.5M	\$5.7M
TOTAL	\$34.8M	\$37.9M	\$21.3M	\$25.1M	\$23.7M	\$24.3M

...a range of \$21M to \$38M with spikes in FY04 explained by Homeland Defense one time requirements, and in FY05 explained by FFE for Arvin & Library

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Core vs. Margin of Excellence

- Government Funds "Core" Programs
 - Min. Requirements for Degree and Commission
 - Barracks, Academic Buildings, Arvin Physical Development Center, Library
- Private Funds "Margin of Excellence" Programs
 - Go beyond Core and allow Academy to remain competitive
 - Michie Stadium Athletic Complex and Press Box
 - Center for the Professional Military Ethic,
 - Co-Curricular Activities, Crew & Sailing Center, Indoor Marksmanship Complex, Endowed Chairs

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Bicentennial Campaign Plan

Categories & Examples

BRICK AND MORTAR

- ✓ Kimsey & Randall Athletic Facilities with Hoffman Press Box
- ✓ Lichtenberg Tennis Center
- ✓ Thayer Walk
- ✓ Shea Stadium Renovation
- ✓ Tronsrue Marksmanship Center
- ✓ Gross Olympic Center
- ✓ Caufield Crew and Sailing Center

FOCUSED ENDOWMENTS

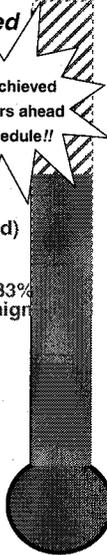
- Cadet Activities ✓
- Academic Programs and Chairs ✓✓✓✓✓
- Support for "Bedrock Values" (Integrity and Respect) ✓

\$184M
pledged

Goal achieved two years ahead of schedule!!

\$122M
(Received)

Fulfilled 83% of Campaign Need



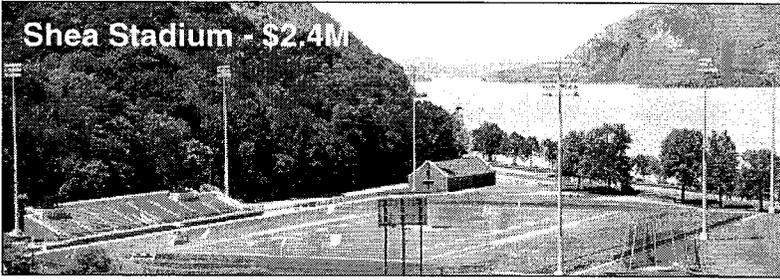
Celebrating 200 years of Excellence

Prepared by: USMA, OPA 61

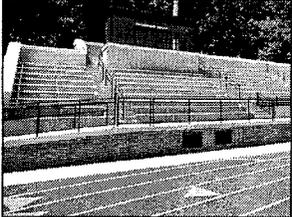
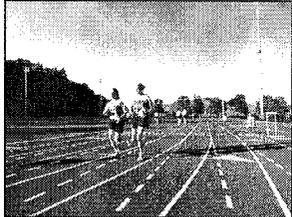
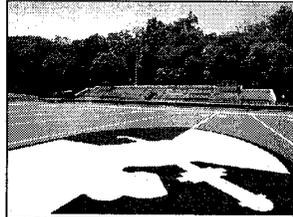
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Timeless Leadership*




AOG Projects Completed (1996-2000)



Shea Stadium - \$2.4M

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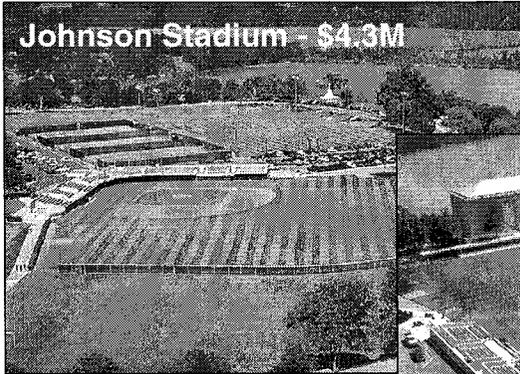


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AOG Projects Completed (1996-2000)

Johnson Stadium - \$4.3M



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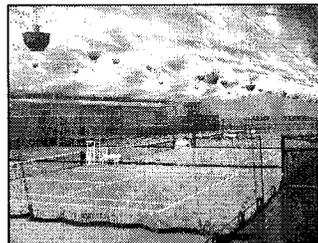
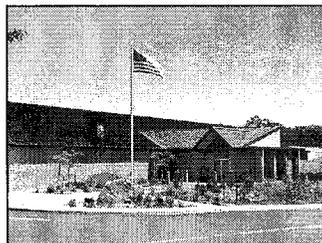
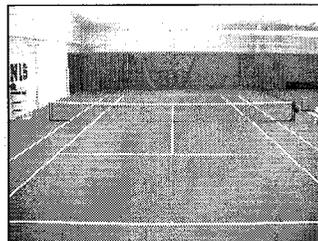
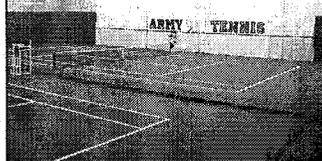


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AOG Projects Completed (1996-2000)

Lichtenberg Tennis Center - \$4.8M



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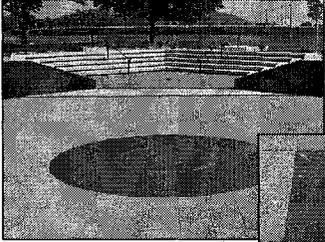
Celebrating 200 years of Excellence

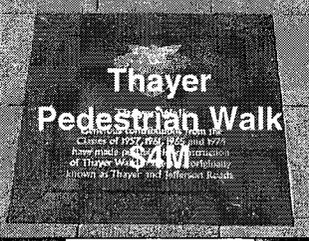
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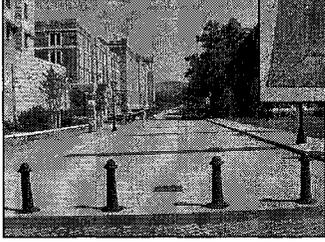
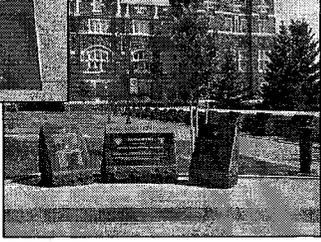

AOG Capital Projects Completed (2001)



**Thayer
Pedestrian Walk**
\$4M

Completed from the
Class of 1977, 1978 and 1979
Newly installed
pedestrian walkway
of Thayer Walk
known as Thayer and Jefferson Roads

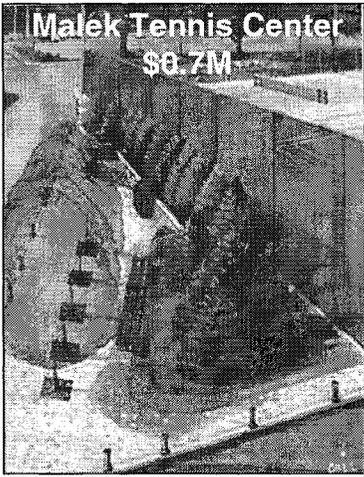
Celebrating 200 years of Excellence

Prepared by: USMA, OPA 65

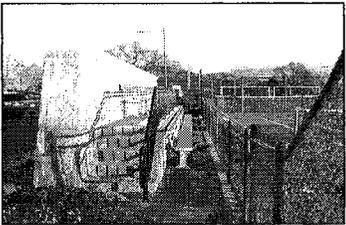
*Duty - Honor - Country: West Point at 200 years --
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AOG Capital Projects Completed (2001)



Malek Tennis Center
\$0.7M





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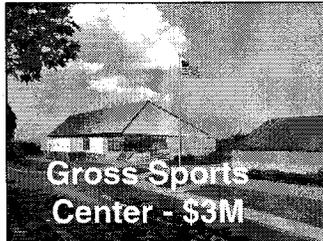
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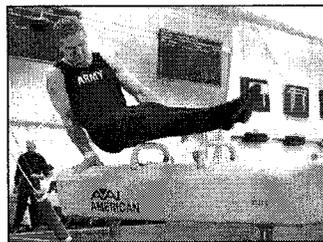
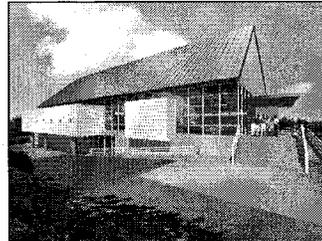
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AOG Capital Projects Ongoing (2001-2002)



Gross Sports
Center - \$3M



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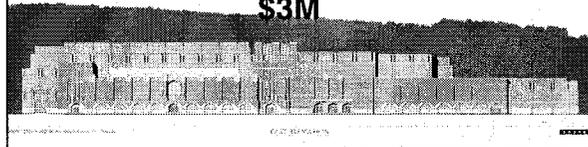


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AOG Capital Projects Ongoing (2001-2002)

Arvin CPDC Margin of
Excellence Enhancements
\$3M



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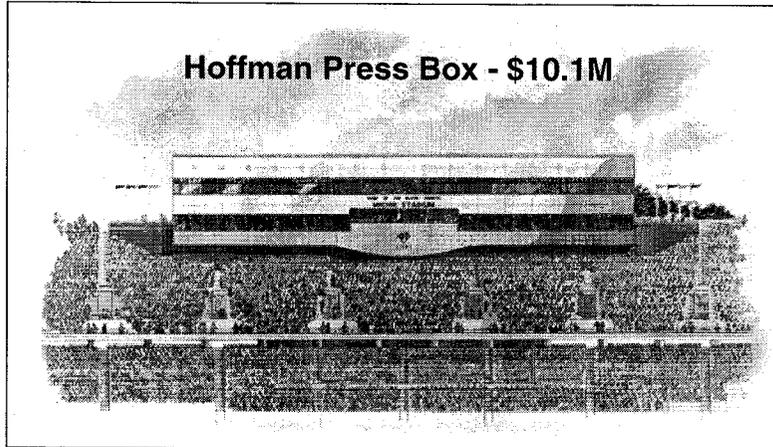
68



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AOG Capital Projects Ongoing (2001-2002)



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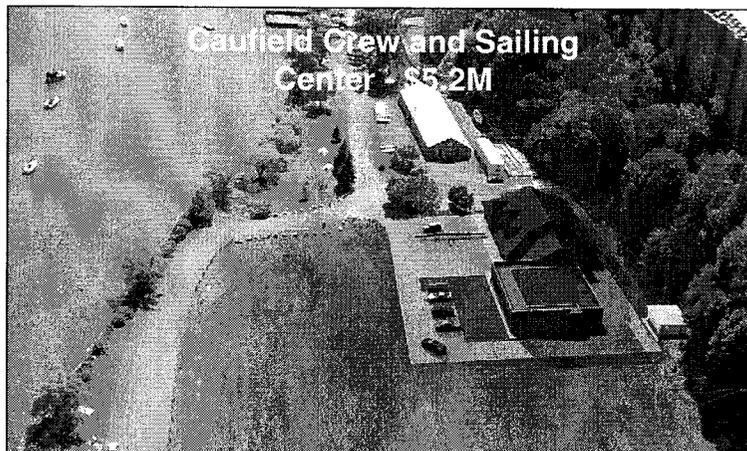
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AOG Capital Projects Ongoing (2001-2002)



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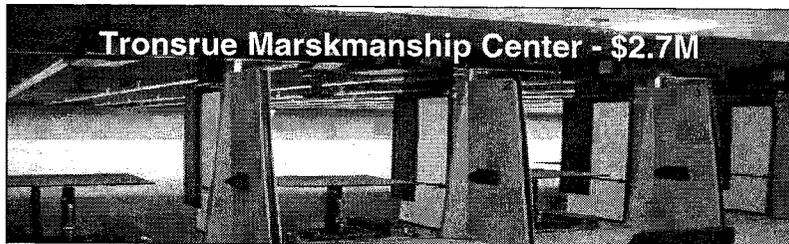
70



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AOG Capital Projects Ongoing (2001-2002)



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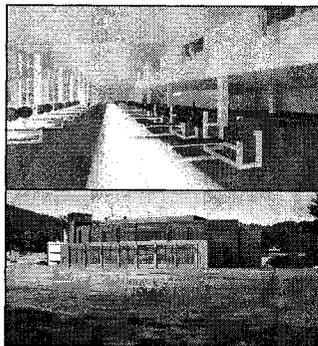
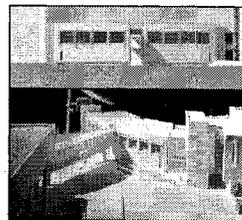


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Margin of Excellence Gifts

Total Project
Cost to AOG
\$55M



Randall Hall

Blak
Field



Kimsey Athletic Center

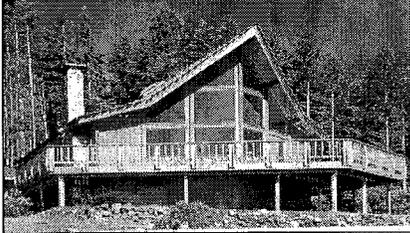
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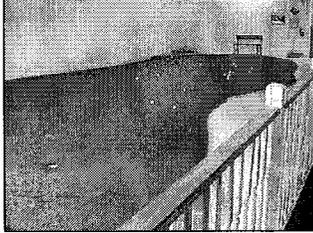
72

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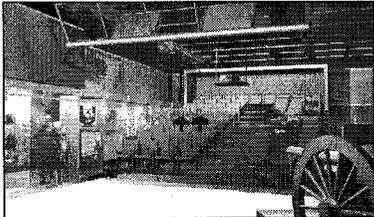
AOG Future Capital Projects



Scancarello Skeet &
Trap Lodge - \$.4M



Golf Team Training
Facility - \$1M



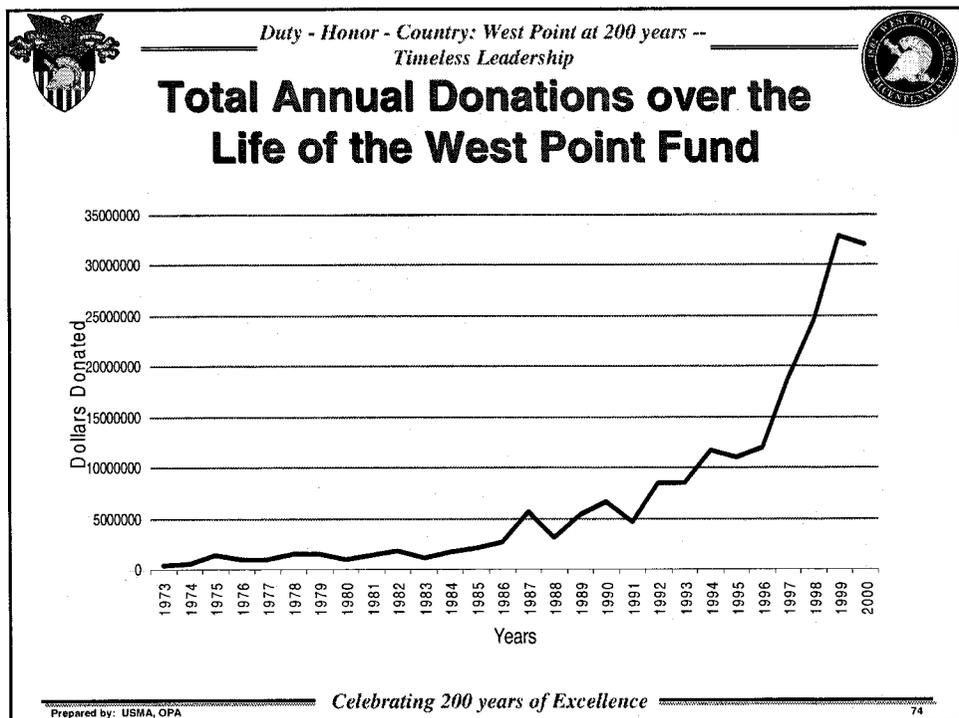
Military Heritage Center - \$1.5M



Rugby Center - \$6-10M

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Timeless Leadership



The USMA Master Plan

- Master Plan Status Update
- Proposed POM Projects
 - FY04 – FY09
- Long Range Projects
 - Stand Alone: no impact from other projects
 - Sequential: projects that require coordination with other projects
- Gift Projects
- Other Projects
- Security
- Demolition

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Existing USMA Master Plan

STATUS	PROJECTS	1997	1998	1999	2000	2001	2002	2003	2004	2005
C/C	Lichtenberg Indoor Tennis Facility	D	C	C						
C/C	Michie Stadium Athletic Complex		D	D	C	C	C			
C/C	Thayer Walk	D	D	C	C					
C/C	Crew and Sailing Center at S. Dock		D	C	C	C	C			
C/C	Shea Stadium/North Athletic Fields	D	C	C	C					
C/C	Press Box & Elevator at Michie Stadium		D	C	C	C	C			
C/C	Indoor Marksmanship Facility		D	C	C	C	C			
C/C	Golf Driving Range		D	D	C					
C/C	Pershing Visitor Center		D	D	C	C	C			
	Indoor Practice Facility									
C/C	Hotel Thayer Privatization	D	C	C	C					
	Buffalo Soldier Field									
C/C	Arvin Cadet Physical Development Ctr	D	D	D	C	C	C	C	C	
C/C	Split Fire Station		D	C	C	C	C			
C/C	Cullum Bridge	D	C	C						
C/C	Stony Lonesome Housing (Phase II)	C	C	C						
C/C	Grey Ghost Housing	C	C	C						
C/C	Mahan Hall	D	C	C	C	C	C	C		
C/C	Class Six Convenience Store	C	C	C						
C/C	New Shopping Center (PX)	D	C	C	C					
C/C	Infrastructure/Revitalization	D	D	C	C	C	C	C	C	C
	Cadet Activities Center									
C/C	South Dock Site Development, Ph 1				D	D	C	C	C	

LEGEND: C/C - Complete or in Construction
 D - Design
 C - Construction

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Proposed POM Projects

(FY04-09)

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Current FY03-07 Budget Estimate Submission (BES) & Future Years Defense Program (FYDP)

- FY04 Multi-Purpose Education Support Complex, Ph 1
- FY05 Multi-Purpose Education Support Complex, Ph 2
- FY06 Community Activity Center
- FY07 Multi-Purpose Academic Building, Ph 1
- FY07 Renovate Headquarters Fire Station

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Proposed POM 2004-2009 List

<u>Fiscal Yr</u>	<u>1391</u>	<u>Cost</u>	<u>Project Name</u>
FY04	39538	31M	Multi-Purpose Education Support Complex, Ph 1
FY05	39538	21M	Multi-Purpose Education Support Complex, Ph 2
FY06	31087	14.4M	Community Activity Center
FY07	55627	29M	Multi-Purpose Academic Building, Ph 1
FY07	46380	3.5M	Renovate Headquarters Fire Station
FY08	17931	4.2M	North Post Access Road
FY08	55627	22M	Multi-Purpose Academic Building, Ph 2
FY08	52601	14.8M	Multi-Level Parking Cadet Support Zone
FY08	58432	26M	Cadet Barracks (Starts Program)
FY09	58414	3.8M	MEDDAC Expansion
FY09	48415	5.1M	Community Athletic Facility

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Proposed POM 2004 – 2009 Schedule

Projects	2002	2003	2004	2005	2006	2007	2008	2009
* Multi-Purpose Education Support Complex, Ph 1	D	D	C	C				
* Multi-Purpose Education Support Complex, Ph 2		D	D	C	C			
* Community Activity Center				D	C			
* Multi-Purpose Academic Building, Ph 1				D	D	C	C	
* Renovate Headquarters Fire Station					D	C		
North Post Access Road					D	D	C	
Multi-Purpose Academic Building, Ph 2					D	D	C	C
Multi-Level Parking Cadet Support Zone					D	D	C	C
Cadet Barracks (Starts Program)					D	D	C	C
MEDDAC Expansion						D	D	C
Community Athletic Facility						D	D	C

* - Denotes projects in current FY03-07 Budget Estimate Submission (BES) & Future Years Defense Program (FYDP)

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USMA alignment with Army Facility Strategy

USMA POM 04-09

- FY04 Multi-Purpose Education Support Complex, Ph 1
- FY05 Multi-Purpose Education Support Complex, Ph 2
- FY06 Community Activity Center
- FY07 Multi-Purpose Academic Building, Ph 1
- FY07 Renovate Headquarters Fire Station
- FY08 North Post Access Road
- FY08 Multi-Purpose Academic Building, Ph 2
- FY08 Multi-Level Parking Cadet Support Zone
- FY08 Cadet Barracks(Starts Program) Training
- FY09 MEDDAC Expansion
- FY09 Community Athletic Facility
- LR DOL/DHPW Relocation

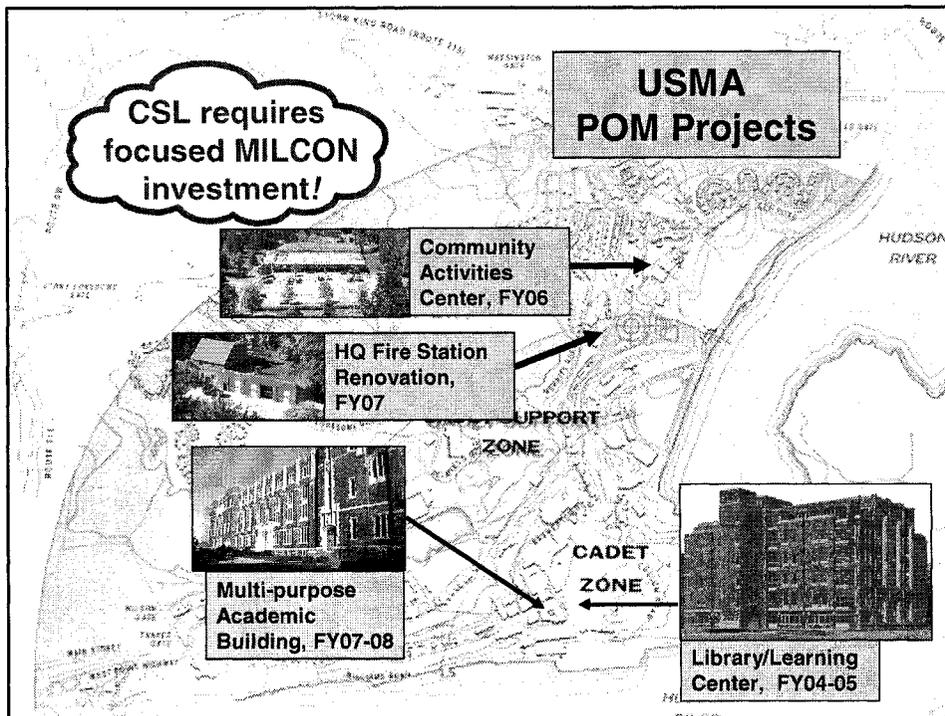
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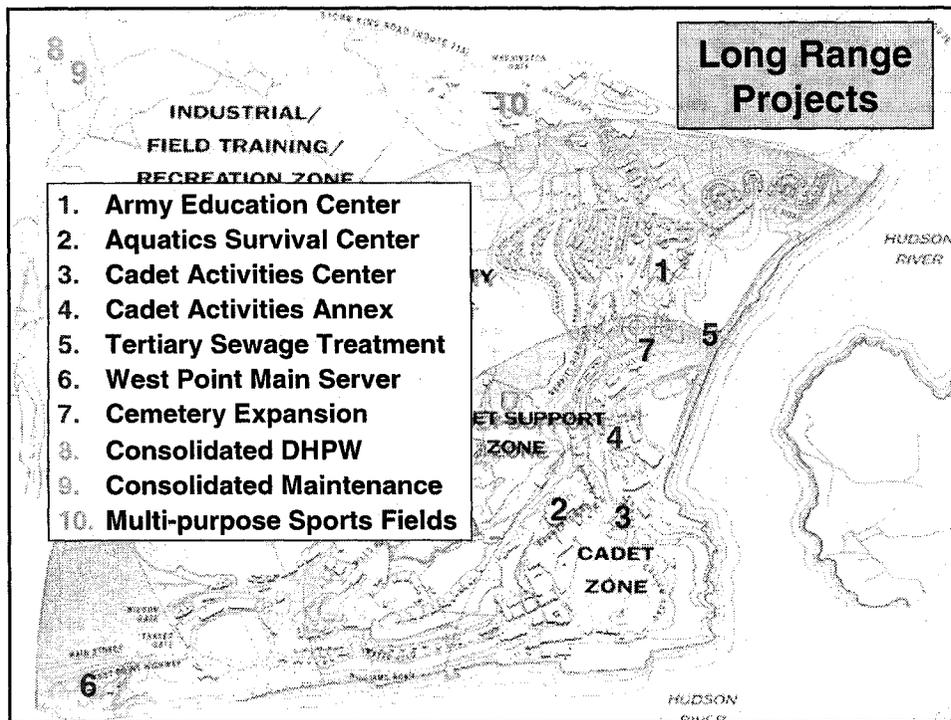
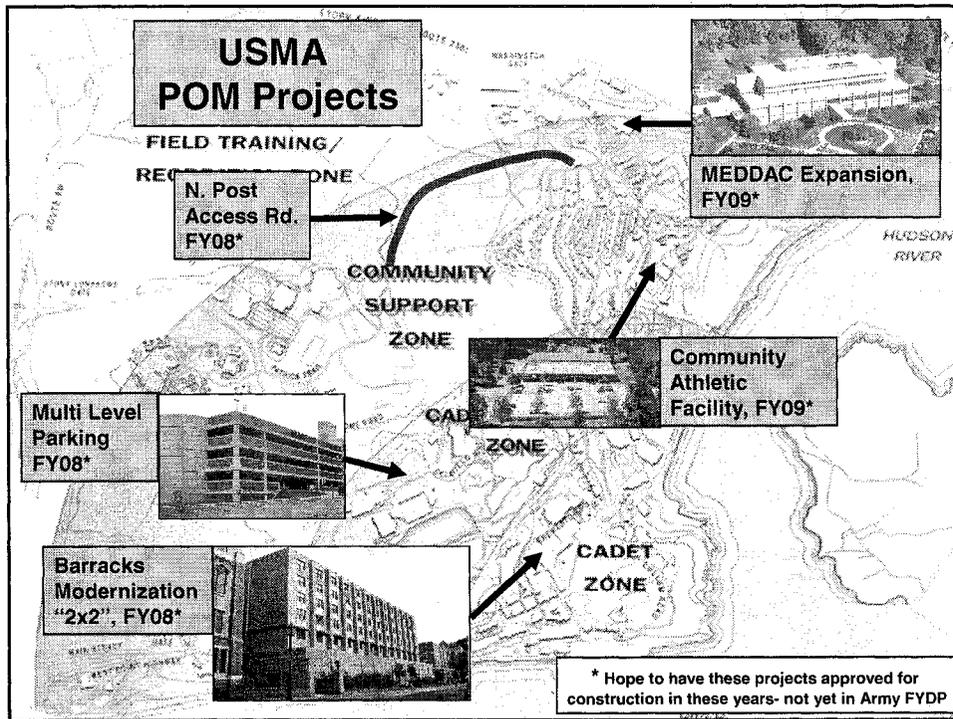
- Yes - General Instruction
- Yes - General Instruction
- Yes - Fitness Facility
- Yes - General Instruction
- No
- No
- Yes - General Instruction
- No
- Yes - Initial Entry
- No
- Yes - Fitness Facility
- Yes - Vehicle Maintenance Shops

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Aquatics Survival Center



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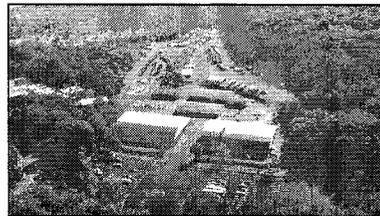


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Relocate DOL to Consolidated Facility

- Relocate DOL to Range Area 2 (space available)
- Reuse existing area for playing fields and parking
- Relocate consolidated contractor area
- Relocate Laundry
- Relocate Motor Pool
- Relocate ASP
- Relocate Engineer Platoon Motor Pool



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Consolidated DHPW Facility

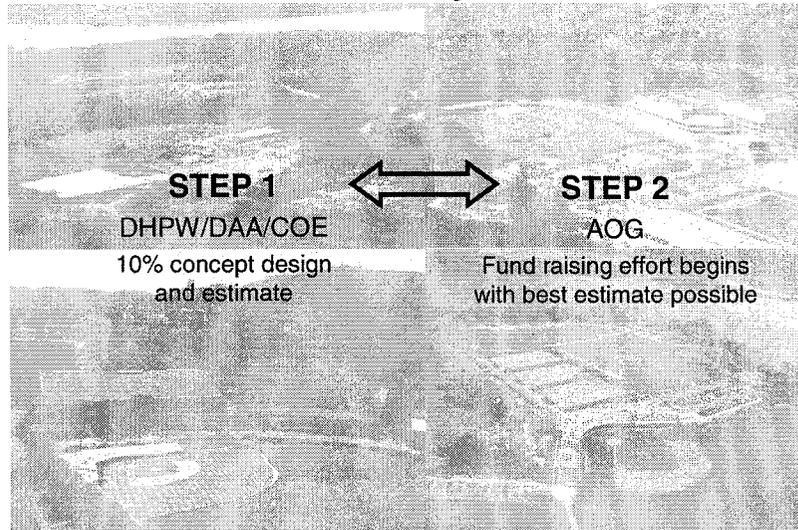
- Relocate to Range Area 2
- DHPW Warehousing (first), to free up area for hospital
- DHPW shops (second)
- DHPW administration (later)



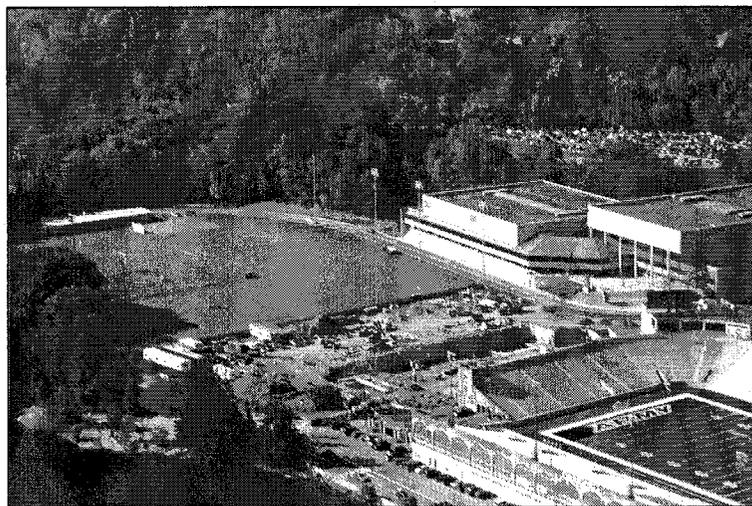
Gift Projects



Gift Projects



Bubble Practice Field at Truxton

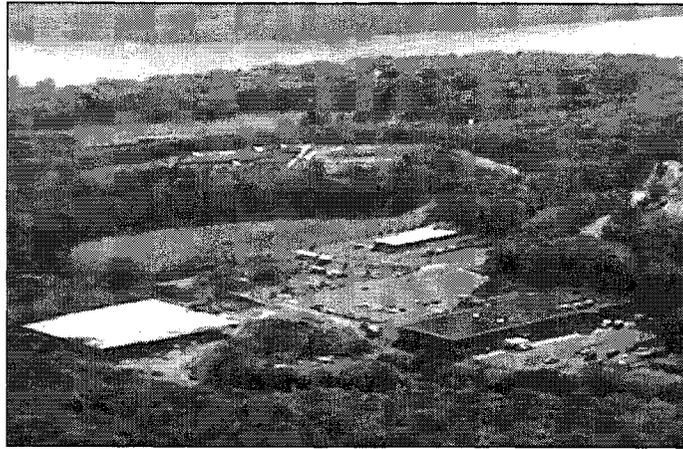




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Rugby Center (H-Lot)



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ODIA Housing



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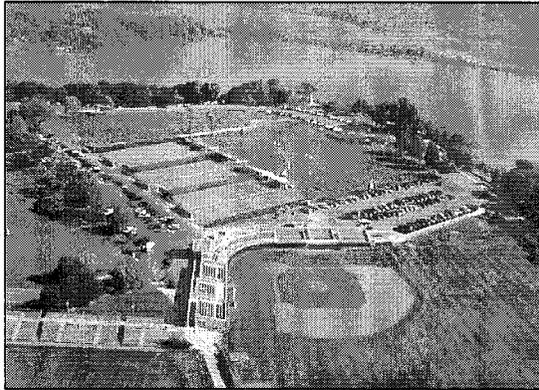
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Clinton Field Soccer & Tennis Stadium

- Develop Stadium setting
- Concept similar to Shea Stadium
- Concept to be two sided, stadium seating facing both soccer and tennis



Other Projects



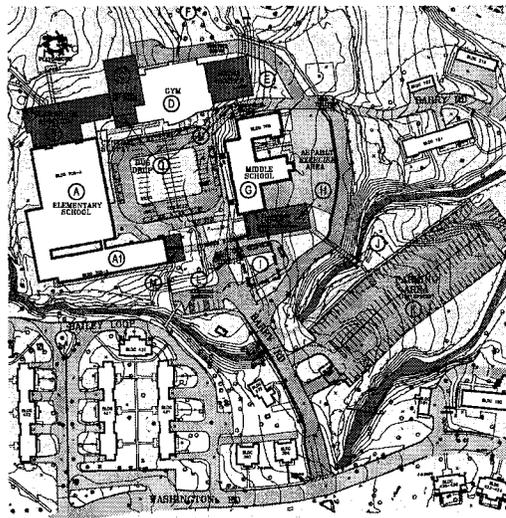
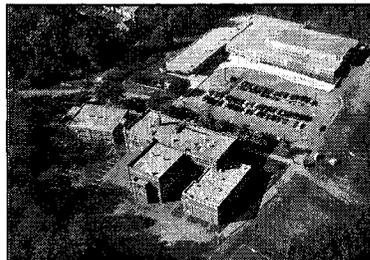
Buffalo Soldiers Field Area

- Existing good
- Implement Hotel Thayer Phase 2



WP School Master Plan

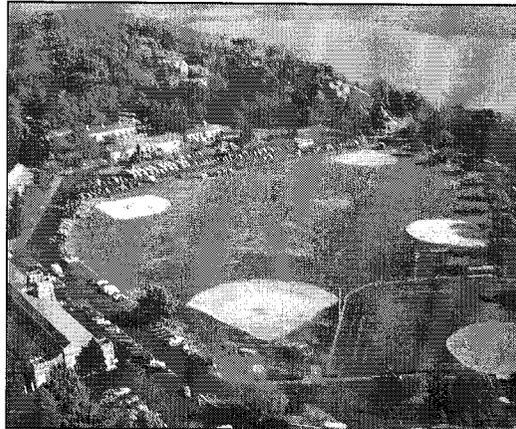
- Existing Master Plan good
- First phase to start FY03
- Second phase when approved FYXX





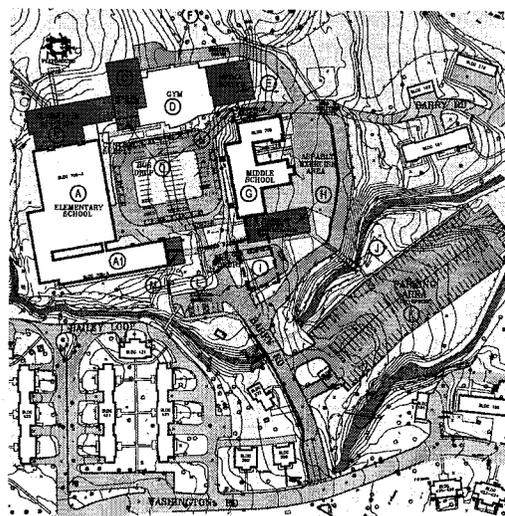
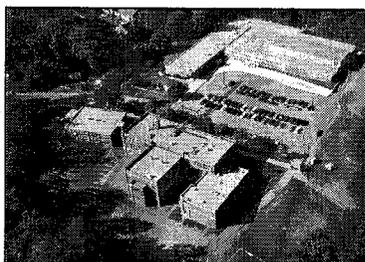
Buffalo Soldiers Field Area

- Existing good
- Implement Hotel Thayer Phase 2



WP School Master Plan

- Existing Master Plan good
- First phase to start FY03
- Second phase when approved FYXX





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Security

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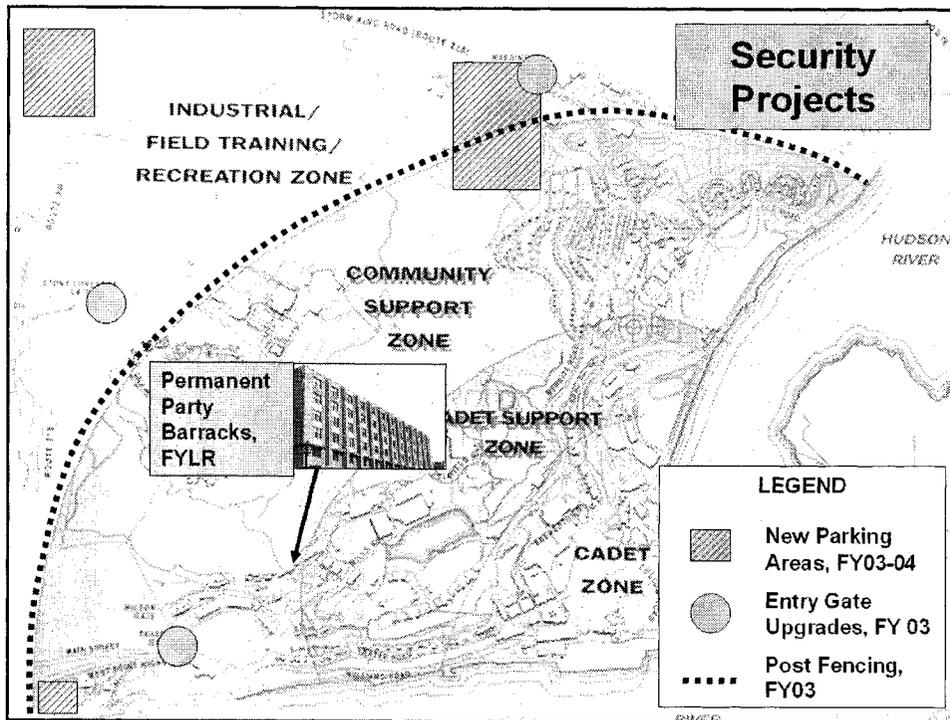


Current USMA Security Issues

- Army Force Protection Condition (FPCON) now Bravo
- USMA higher at FPCON Bravo+
 - Continued visibility of the Academy as a national institution and military icon
 - Increased public exposure for Bicentennial events
 - Proximity to known terrorist targets in NYC
- 1st Bn, 1st Inf Regt provides security and reaction forces
- USMA security priorities:
 - Maintain aggressive access control at Academy gates and robust forward armed presence in the cadet area
 - Promote security awareness throughout USMA community
 - Randomly change measures to confuse potential threat surveillance
 - Constantly assess potential new threats and assess emergency response capabilities with drills and exercises

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Parking/Security Concept

Parking	
• A-Lot Area	1,000 cars
• South Post Area (Ph 1)	500 cars
• Washington Gate Area (Ph 2) internal	1,000 cars
• Washington Gate Area (Ph 1) external	500 cars
• West of Post (Range 2 Area, Ph 2)	<u>1,800 cars</u>
Total	4,800 cars

Barracks

- Eichelberger Area

Miscellaneous

- Cantonment Area Fence
- Entry Gate Upgrades
- Cameras

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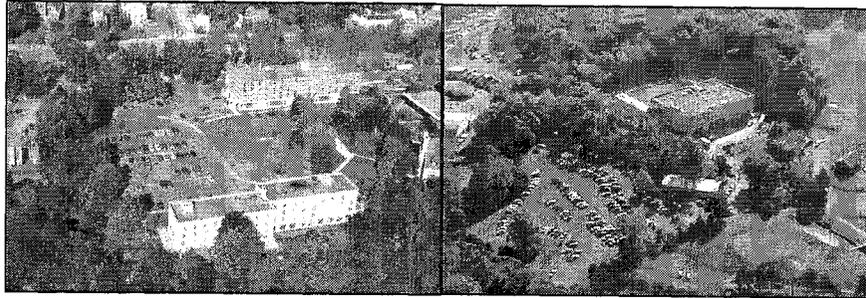
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Parking

South Post Area

Ski Slope Parking



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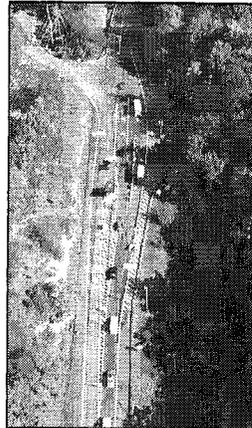


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West Point Entry Gates

- Thayer Gate:
Improve security
- Washington Gate:
Improve security,
appearance
- Stony Gate:
Improve security,
appearance
- Lee Gate:
Improve security



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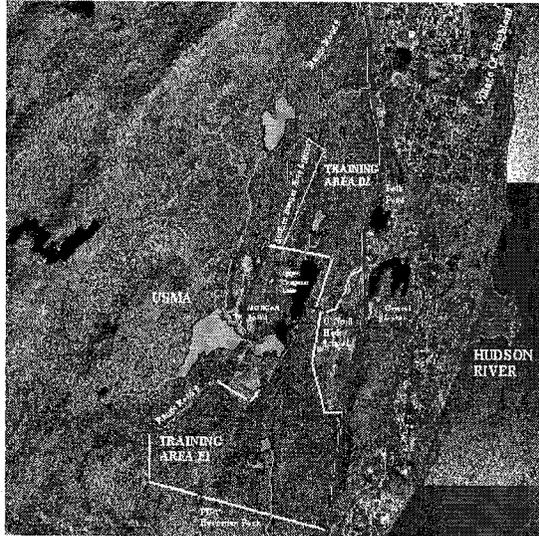
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USMA Proposed Conveyance



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Bicentennial Calendar of Events

2001:

- Acceptance Parade, 18 August
- Ring Weekend, 24 August
- West Point Museum Exhibit, 1 October – 31 December 2002
- West Point Film Festival, 16 October – 30 April 2002
- History Conference, 1-3 November
- Veteran's Day Concert in DC, 11 November
- Rockefeller Center Star Raising Ceremony, 15 November
- Army Beat Navy, 1 December



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Bicentennial Calendar of Events

2002:

- Tournament of Roses Parade, 1 January 
- History Conference (Tim Russert, Moderator), 7-9 March
- Carnegie Hall Concert, 15 March
- World-Wide Founders Day celebration: Stamp & Coin Issue and Banquet in Washington Hall, 16 March
- Thayer Award Presentation, 18 April
- BSG Awards Review and Dinner, 25 April
- International Week, 22-26 April
- On-site Engineering Design Contest Finals, 2 May
- Military Tattoo in DC, 8 May
- Graduation of the Class of 2002 (French cadets in parade), 1 June
- ABC primetime television event *America's Youth Celebrates West Point*, 23 June
- USMA cadets to France to March in St. Cyr Graduation, 20 July
- Smithsonian Exhibit, opening Fall 02
- Revolutionary War Reenactment/Tall Ships/local Fall Festival, 6-7 October



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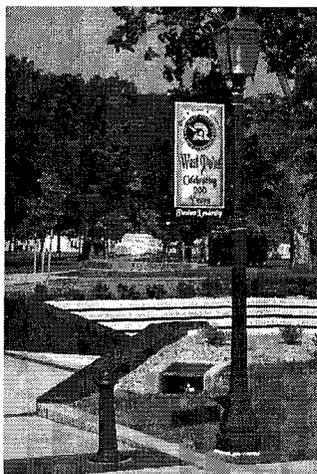
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Other Bicentennial Issues



- USMA Cadets to St. Cyr, France
 - Creating a Bicentennial Company to go to France
 - Still working the funding challenges
- Smithsonian Exhibit – opens Fall 02
 - ICW AUSA Convention opening?
- Joint Resolution from Congress & White House Proclamation
 - Still working – need for Founders Day, 16 March 2002

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Bicentennial Celebration Projects: Television

- ABC: "America's Youth Celebrates West Point" (23 JUN 02) 
- ABC/Playtone: "West Point" – a movie followed by a possible series about plebes (Fall 02) 
- Oregon PBS: Documentary and Book (30 JAN 02) 
- Bill Moyers/PBS: "American River: Stories from the Hudson" 
- Newsweek Productions Documentary Special for National Geographic (Fall 02) 
- History Channel: "Modern Marvels" (Fall 01) 

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What We Need from BOV: A Review and Summary

- Support in protecting solid, sustained long term investment of the POM. 
- Support for USMA Master Plan:
 - #1 Priority: Funding to allow construction of Arvin. Support of reprogramming action. 
 - Understanding need for new Library and housing renovations; Bartlett Hall and Cadet Barracks to follow. 

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Calendar						May 2002
Monday	Tuesday	Wednesday	Thursday	Friday	Sat/Sun	
April 29	30	May 1	2	3	4	
					5	
6	7	8	9	10	11	
					12	
13	14	15 EOV (T)	16	17	18	
					19	
20	21	22 EOV (T)	23	24	25	
					26	
27	28	29	30	31	June 1	
					2	

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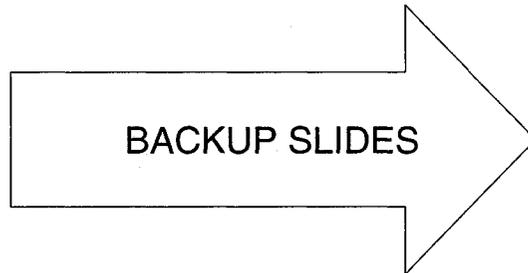
Calendar						
Monday	Tuesday	Wednesday	Thursday	Friday	Sat/Sun	
October 14	15	16	17	18	19	
					20	
21	22	23	24	25	26	
				BOV (T)	BOV (T) UAE	
					27	
28	29	30	31	November 1		2
					3	
4	5	6	7	8	9	
				BOV (T)	BOV (T) USAF	
					10	
11	12	13	14	15	16	
					17	

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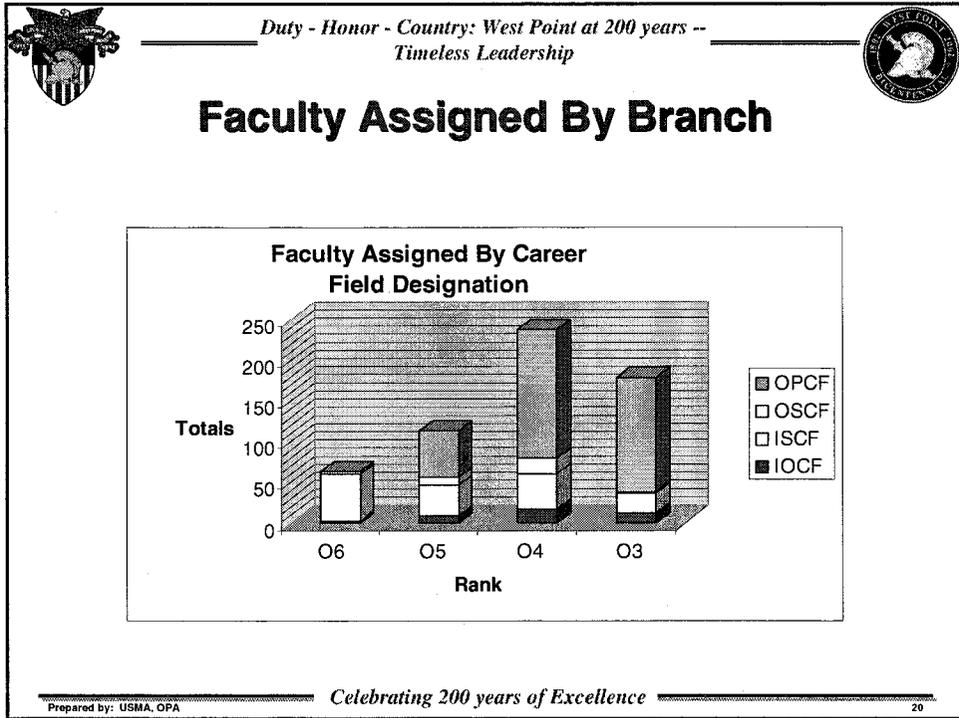
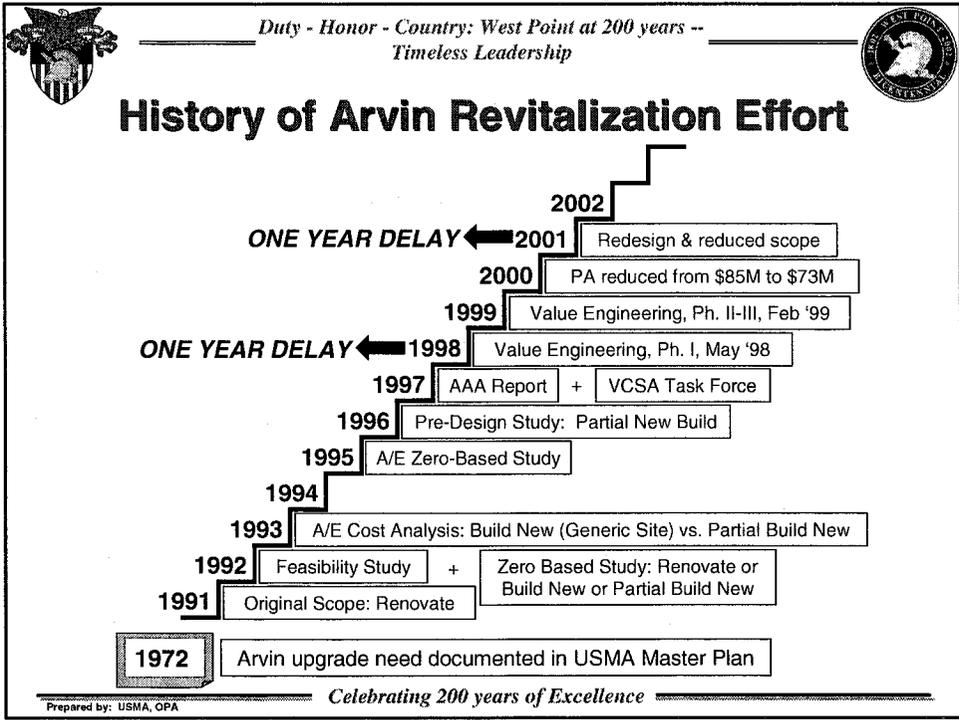


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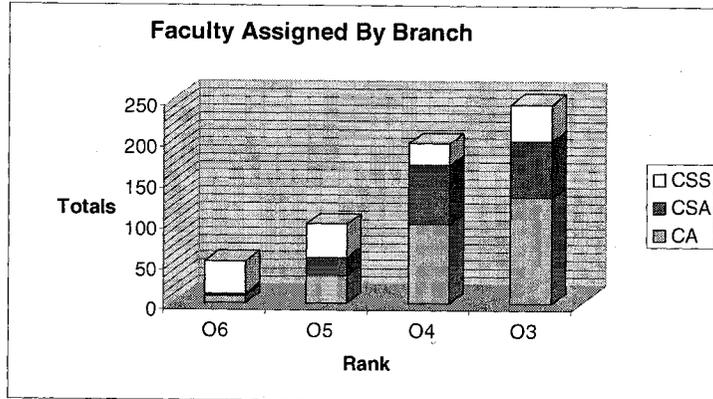




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Faculty Assigned By Branch



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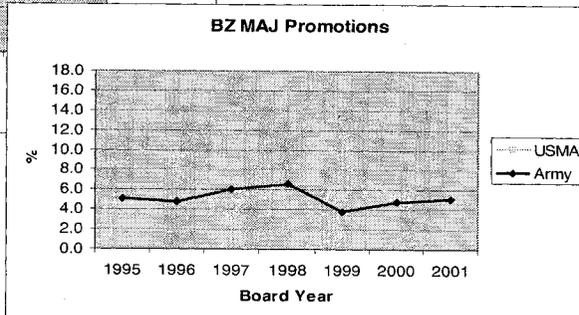
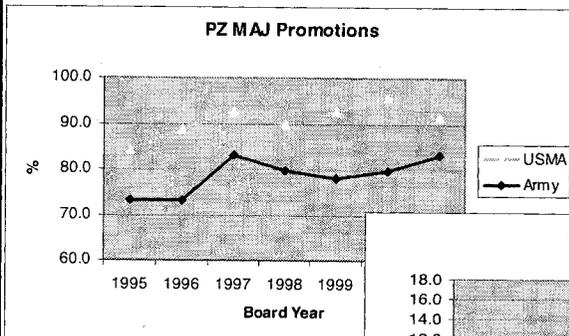
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Effects of a USMA Assignment



*USMA represents anyone having been assigned to USMA Staff and faculty

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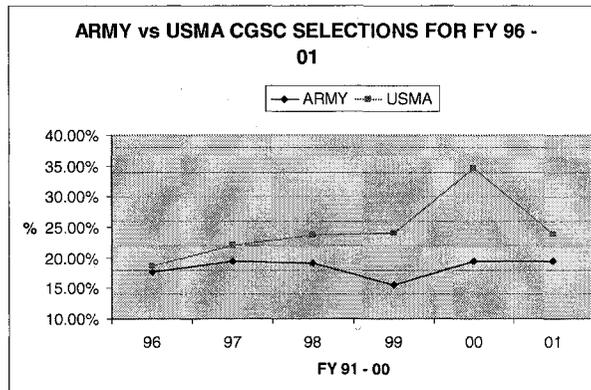
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Effects of a USMA Assignment



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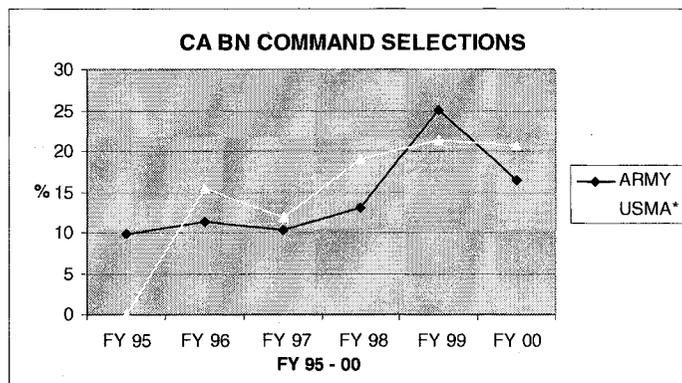
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Effects of a USMA Assignment



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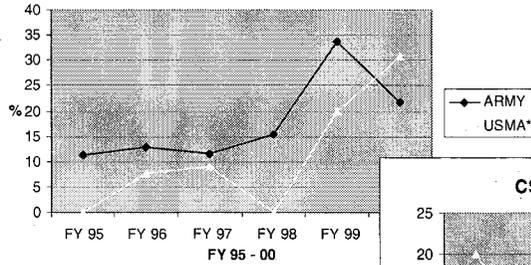


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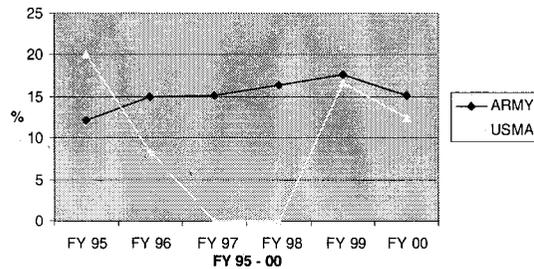


Effects of a USMA Assignment

CSS BN COMMAND SELECTIONS



CSA BN COMMAND SELECTIONS



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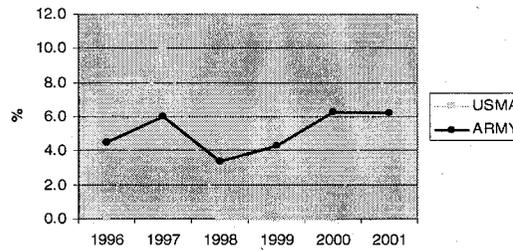


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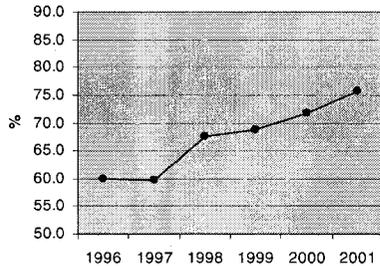


Effects of a USMA Assignment

BZ LTC Promotions



PZ LTC Promotions



*USMA represents anyone having been assigned to USMA Staff and faculty

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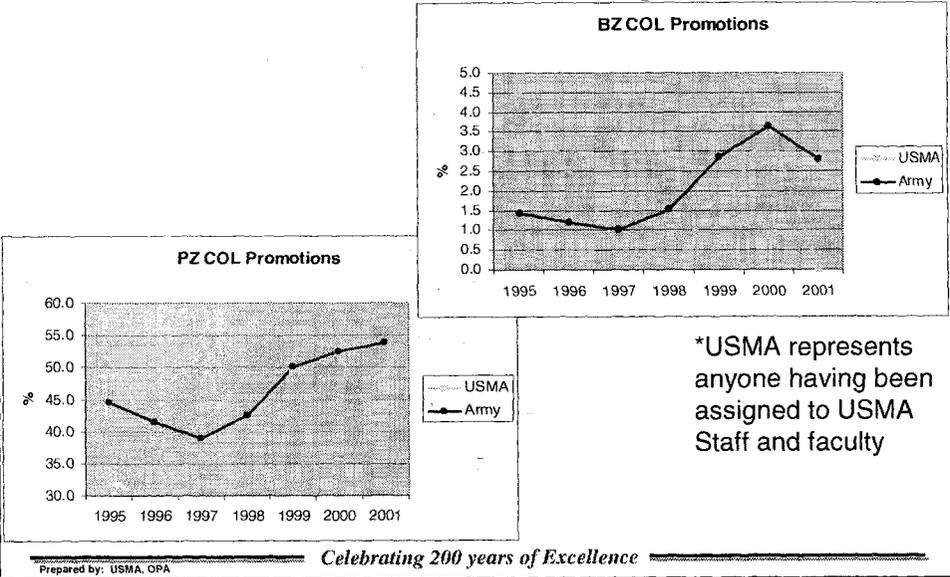
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Effects of a USMA Assignment



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USMA Master Plan Assessment Concept

STATUS	CAT.	PROJECTS	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
CON*	M	Multi-Purpose Education Support Complex, Ph1		D	D	C	C						
CON*	M	Multi-Purpose Education Support Complex, Ph2			D	D	C	C					
CON*	M	Community Activity Center					D	C					
CON*	M	Multi-Purpose Academic Building, Ph1					D	D	C	C			
CON*	S	Renovate Headquarters Fire Station					D	D					
CON*	S	North Post Access Road					D	D	C	C			
CON*	M	Multi-Purpose Academic Building, Ph2					D	D	C	C			
CON*	S	Multi-Level Parking Cadet Zone					D	D	C	C			
CON*	M	Cadet Barracks 2 + 2 (Phased)					D	D	C	C			
CON*	S/Maint	MEDDAC Expansion					D	D	C	C			
CON*	S	Community Athletic Facility						D	D	C			
CON*	S	Cadet Activities Center					D	D	C				
CON*	S	Army Education Center							D	C			
CON*	S	Cadet Activities Annex (Building 667)								D	C		
CON*	S	Aquatics Survival Center											D
CON*	S	Tertiary Sewage Treatment											D
CON*	S	Cemetery Expansion											D
CON*	S	West Point Main Server (DOIM)											D
CON*	S/Maint	Consolidated Maintenance Facilities								D	D	C	C
CON*	S/Maint	Consolidated DHPW Facilities, Ph 1								D	D	C	C
CON*	S/Maint	Consolidated DHPW Facilities Ph 2									D	D	C
CON*	M	Multi-Purpose Sports Fields											D

LEGEND: STATUS: CON - Concept, ST - Study, DES - Design, * - Phase Complete
 CATEGORY: M - Mission, S - Support, G - Gift, SEC - Security
 YEARS: D - Design, C - Construction

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USMA Master Plan Assessment Concept

STATUS	CAT.	PROJECTS	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
CON	G	Rugby Facility		D	D	C	C						
	G	Bubble Practice Field at Truxton		D	D	C	C						
CON	S/Housing	ODIA Housing							D	D	C	C	
	G	Clinton Field Stadium											D
CON	SEC	New Parking Areas, Ph 1		D	C								
	SEC	Entry Gate Upgrades		D	C								
CON	SEC	Post Fencing		D	C								
CON	SEC	New Parking Areas, Ph 2			D	C							
CON	SEC	South Dock Parking			D	C							
CON	S	Permanent Party Barracks											D
DES	M	Women's Softball	D	C									
DES	S	West Point Schools, Ph 1		D	C	C							
CON	S	West Point Schools, Ph 2			D	D	C	C					
	M	Training Ranges										D	C
	M	Camp Buckner USCC DM1										D	C
	M	Camp Natural Bridge 1/1										D	C
	S	South Dock Site Development, Ph 2										D	C

LEGEND:

STATUS:

CON - Concept
ST - Study
DES - Design
* - Phase Complete

CATEGORY:

M - Mission
S - Support
G - Gift
SEC - Security

YEARS:

D - Design
C - Construction

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Demolition

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Demolition

- Bldg 759 for free space.
- Bldg 720 for New Cadet Barracks.
- Bldg 813 Medical Warehouse.
- Demo self-help and relocate to consolidated facility.
- Demo Water storage tanks (after new constructed).
- Demo engineering platoon building.
- Demo old DOL facilities & DHPW warehouses near Washington Gate (following new construction).

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**SUMMARIZED MINUTES
BOARD OF VISITORS SPRING MEETING
15 MAY 2002
WASHINGTON, D.C.**

1. MEETING CONVENED. Senator Jack Reed, Chairperson of the Board of Visitors, called the Spring Meeting of the United States Military Academy (USMA) Board of Visitors to order at 10:00 a.m., May 15, 2002, in the Veteran Affairs Committee Room, Senate Russell Office Building, Washington, D.C. Senator Reed acknowledged the newly appointed Presidential appointee, Speaker David Wilkins, South Carolina House of Representatives. Senator Reed thanked Mr. Terrence O'Connell, whose BOV membership expired, for his service to the Academy. Senator Reed thanked Dr. Charles Younger for his assistance in expediting the President's signature on the Bicentennial Joint Resolution and the White House Proclamation.

2. ADMINISTRATIVE REMARKS. LTC Edward Clarke, the Executive Secretary, announced for the record those Board Members present at the meeting. They were:

Senator Jack Reed, Chairperson
Congresswoman Sue Kelly, Vice-Chairperson
Congressman John McHugh
Ms. Robin Umberg
RADM (R) Marsha Evans
BG (R) Gilbert Baca
Dr. Charles Younger
Speaker David Wilkins

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

Senator Rick Santorum
Congressman Charles Taylor
Congressman Maurice Hinchey
Congresswoman Ellen Tauscher

a. Also present were:

Mr. JB Hudson, Administrative Assistant to the Secretary of the Army
Lieutenant General William Lennox, Superintendent, USMA
Brigadier General Eric Olson, Commandant, USMA
Brigadier General Daniel Kaufman, Dean of the Academic Board, USMA
Colonel Michael Jones, Director of Admissions, USMA
Lieutenant Colonel Michael Beans, Personnel Policy Integrator for
USMA, Office of the Army G1
Lieutenant Colonel Edward Clarke, Executive Secretary to the Board of
Visitors, USMA

Major Andrew Groeger, outgoing Aide-de-Camp to Lieutenant General Lennox, USMA
Major Charles Krumwiede, incoming Aide-de-Camp to Lieutenant General Lennox, USMA
Lieutenant Christian Lee, Coast Guard Congressional Affairs
Mr. George Bernier, Senior Legislative Assistant to Senator Rick Santorum
Ms. Elizabeth King, Legislative Assistant to Senator Jack Reed
Ms. Laura Parker, Legislative Assistant to Senator Mike DeWine
Mr. Marshall Hevron, Legislative Correspondent to Senator Mary Landrieu
Ms. Anne LeMay, Senior Policy Advisor to Congressman John McHugh
Ms. Dianne Miller, Legislative Director for Congressman Maurice Hinchey
Mr. Frank McCarthy, Legislative Assistant to Congresswoman Sue Kelly
Mr. Simon Limage, Legislative Assistant to Congresswoman Ellen Tauscher
Ms. Margaret Tyler, Head Casework, Senate, Office of the Legislative Liaison
Ms. Jennifer Pagio, Administrative Assistant to the Board of Visitors, USMA SGS
Mr. Barry Breckinridge and Mr. Brian Grison, Broadcast Equipment Operators, Directorate of Information Management, USMA

b. LTC Clarke advised the Board that a quorum was present under the Rules of the Board. He noted supporting materials: the meeting slides and a videotape of several broadcast excerpts highlighting Bicentennial coverage were provided to each member.

3. CHAIRMAN'S REMARKS. Senator Reed opened the meeting by thanking everyone for their support, participation and service on the Board, then he quickly moved to review the agenda. Senator Reed recognized and commended the Superintendent, Commandant, and Dean for their support and guidance during the Bicentennial year.

4. REMARKS BY THE SECRETARY OF THE ARMY. Mr. JB Hudson, Administrative Assistant to the Secretary of the Army provided remarks on behalf of the Secretary of the Army. He discussed the mission of the Board of Visitors and its advisory role to the Academy, the Secretary of the Army, and the President. He thanked Speaker Wilkins for his attendance at the Board of Visitors meeting and taking time from his role as the Speaker of the South Carolina House of Representatives. Mr. Hudson encouraged Board members to attend the cadet summer training at the Academy and proposed visit dates in July and August. He discussed the Pentagon reconstruction project and thanked congressional members for their support in these efforts.

5. APPROVAL OF ORGANIZATIONAL MEETING SUMMARIZED MINUTES. Senator Reed motioned for the Board to vote on approval of the Organizational Meeting

Minutes. The Board unanimously approved the minutes for submission into the 2002 Annual Report.

6. SUPERINTENDENT'S REMARKS AND ISSUES UPDATE.

a. **INTRODUCTORY REMARKS.** LTC Lennox thanked members for their assistance and support to the Academy. He provided a brief outline of topics to be covered during the briefings.

b. **RETENTION.** The Superintendent discussed retention of USMA graduates in the Army. He mentioned that 50 percent of the graduates depart the military after serving their five-year commitment. West Point and the Army are exploring ways to retain officers in the Army. The retention rate correlates to the Army sizing problem. Specifically, it reflects the reduction or increase in forces by the Army. The Academy is seeking to recruit and admit cadets that will stay in the military beyond the five-year point. The Academy found that candidates with higher SAT scores and children of service members tend to have higher retention rates. The Board suggested the Academy review those USMA officers that follow-on into the Reserves and National Guard to determine the true retention rate.

The Superintendent also discussed cadet retention during the four-year period at the Academy. He provided a breakdown of USMA minority and gender graduation rates. The trend for retention of cadets has increased over the last few years; retention rates are 10-15 percent higher than other colleges. Admiral Evans inquired about the attrition rate of women and asked if women leave at a higher rate than men. The Commandant stated the attrition rate by women was greater than men due to the physical and military requirements rather than the academics. The Dean mentioned the academic failure rate is essentially the same for both men and women. The Director of Admissions stated females entering the Academy, totaling 17 percent of the cadet corps, are better-qualified candidates academically and equally qualified physically.

c. **ACADEMY SURVEYS.** LTG Lennox provided an update on the Sexual Assault Survey. The Superintendent stated the Academy planned to administer this survey to examine the organization and its response to problems. The Superintendent discussed the Health and Welfare Committee, established to review sexual assault issues. LTG Lennox stated the Academy would incorporate the sexual assault questions into the Quality of Life survey. The plans are to conduct surveys during Reorganizational Week, August 12-16, 2002. The Superintendent stated he would provide the results of this survey to the Board members for review at the fall meeting.

The Command Climate Survey will be administered post wide in October 2002. The results of this survey will be available and briefed at the Organizational Meeting in February 2003. In addition, the Academy is using the Army Family Action plan. This plan is an Army run program in which the Academy facilitates a discussion of issues with family members, children, and agencies on and off post. Once issues are proposed, the Garrison Commander develops an action plan addressing solutions to the problems. Some of the sample issues identified this year are as follows: the West Point School lunchroom

size not allowing adequate time for students to eat lunch; the Post Exchange shopping facility expanding the variety of products offered on post; and the current housing shortage. Currently, the post is sixty housing units short due to renovations. The Superintendent has tasked the Dean to develop an academic group to study this issue and identify if privatization of housing is viable. LTG Lennox discussed the 300 acres lease to Highland Falls. Congresswoman Sue Kelly mentioned that only seven percent of the land in the Town of Highland Falls is taxable since the USMA owns the majority of the land. The community is trying to increase its tax base to support services and the schools, which are used by Academy personnel. The Superintendent mentioned the possibility of the Academy using this land to build additional housing for USMA staff and coaches. Medical/dental issues identified included the deployments of doctors and dentists resulting in delayed access of services for patients. Lastly, the teenagers raised the projected closure of the Mahan Hall Movie Theater as an issue.

d. **LEGISLATIVE ISSUES.** Congress is reviewing legislation to increase the number of cadets attending the service academies. The Department of the Navy and Air Force asked for an increase in the cadet strength from 4,000 to 4,400. The Department of the Army requests that this issue not be mandated since the Academy can only increase to 4,200 without incurring additional costs.

The Superintendent reported the cadet disability issue is under review. Current legislation excludes cadets of service academies from medical retirement or separation for physical disability under the Army Disability System. The Department of Defense is conducting a review of the health and disability benefit programs available to recruits and officer candidates. Currently, cadets experiencing injuries at the Academy are not provided any financial reimbursement or assistance after leaving the Academy. The Academy is awaiting the Department of Defense response to this study.

e. **FACILITY UPDATE.** The Superintendent discussed projects in progress. The housing renovations are moving forward. In addition, the cadet mess hall is under renovation to replace the roof and to repair water damage to the interior walls. The Mahan Hall renovation project includes upgrading the building to meet new building requirements and upgrading the classrooms. A new headquarters fire station, serving the Stony Lonesome housing area, is under construction with an anticipated opening date this fall. LTG Lennox provided an update on the Arvin Cadet Physical Development Center (CPDC) project. Congressional funding is approved and construction will begin in June 2002 with an anticipated completion date of summer 2005. Additionally, the Academy is redesigning the entrance to the Visitors Center and Museum, located at South Post, in order to beautify the area and assist in long-term security initiatives.

f. **USMA MASTER PLAN.** The Superintendent provided an update on the USMA Master Plan. Construction of the Library/Learning Center project is scheduled to begin in FY 04 or 05. Construction of the new library will free up space in the existing library for temporary relocation of science labs from Bartlett Hall. Bartlett Hall will be renovated and upgraded to ultimately house the photonics and physics laboratories. In the out years, the Academy is recommending the Army fund the Barracks Modernization project (FY08), a Multi Level parking garage near the stadium (FY08), the North Post

Access Road (FY08), the Medical Department Activity (MEDDAC) expansion (FY09), and a Community Athletic Facility (FY09).

g. **PRIVATE FUNDING.** The Superintendent provided an overview of the margin of excellence projects funded by alumni and corporate funding. He mentioned that appropriated funds are used to support core mission projects such as the barracks, library, and physical development center. Other “margin of excellence” projects are supported by private funding. Some of the privately funded projects include: the Michie Stadium Athletic Complex, the Simon Center for Professional Military Ethics, and the Indoor Marksmanship Range. Projects completed from 1996-2000 include: the Shea Stadium upgrade (\$2.4 million), the Lichtenberg Tennis Center (\$4.8 million), and the Johnson Stadium upgrade (\$4.3 million). Ongoing projects (2001-2002) include: the Gross Sports Center (\$3 million), Malek Tennis Center (\$.7 million), Arvin CPDC enhancements (\$3 million), and the Kimsey Athletic Center (\$56 million). Future capital projects include: the proposed Military Heritage Center located at the Museum, a Golf Team Training Facility, the Scancarello Skeet & Trap Lodge, and a Rugby Center.

LTG Lennox discussed the Bicentennial Campaign with initial goals to raise \$175 million and to collect \$25-30 million a year to support capital projects. He discussed the success of this campaign stating that \$203 million is pledged with \$133 million received to support margin of excellence projects. Funding provides support for facilities as well as academic programs such as chairs and scholarships.

h. **PUBLIC FUNDING.** USMA was able to demonstrate to the Army that we are not competing for funding with other Army installations, but rather with other educational institutions. As a result, the Army has increased support for the competitive sustainment level. In FY 01, the Academy requested and received an additional unfunded requirement (UFR) of \$10.4 million. In FY02, the Academy submitted a \$24.8 million UFR list which includes shortfalls in funding for the military training support account (MTSA) to pay for 2LT first assignments, cadet summer training, civilian pay, marketing of West Point, and intercollegiate athletics. The Academy is requesting that the Department of the Army and Defense provide a higher level of competitive sustainment level funding.

i. **ATHLETIC UPDATE.** In the absence of Mr. Greenspan, Director, Office of the Directorate of Intercollegiate Athletics (ODIA), LTG Lennox provided an update to accurately reflect the USMA mission and intercollegiate athletics role. The Superintendent reported the Academy currently has 25 intercollegiate teams and 25 competitive club teams. These two sports in conjunction with intramurals allow every cadet the opportunity to participate in athletics. He discussed excellence in athletics at the Academy. The Army Rugby team is currently ranked number three in the nation. The women’s softball and golf teams qualified and will participate in the NCAA tournament.

Recently, Mr. Jim Crews was hired as the new coach for the men’s basketball team. In searching for a coach the Academy looks for a person with knowledge of the

sport and capability to recruit while also serving as a good role model for the cadets. LTG Lennox also reviewed the 2002 Army football Conference USA schedule.

j. **BICENTENNIAL CALENDAR OF EVENTS.** LTG Lennox discussed the success of the bicentennial events held thus far. Fourteen years were dedicated to planning the bicentennial events. He stated the Academy participated for the first time in the Tournament of Roses Parade in California. This event provided an opportunity to gain recognition and increase the awareness of the Academy on the West Coast. The Founder's Day events, including the Russian Tea Room reception, Carnegie Hall Concert, Coin and Stamp ceremonies, and dinner in the Cadet Mess Hall, were a tremendous success. Over 200 cadets and officers from 50 different countries participated in the Bicentennial International Celebration Week held in April. For another event, he reported that approximately 19,000 high school students entered the engineering design contest. This contest provided another opportunity to increase exposure to high school students. Last week, the Military Tattoo was held in Washington, D.C. Upcoming events include French cadets participating in the Graduation Parade and the President speaking to the graduating Class of 2002. Lastly, the Smithsonian West Point exhibit will open this fall.

LTG Lennox discussed the media coverage received due to the Bicentennial. This coverage has provided a great marketing opportunity for the Academy. Board members were provided a videotape with excerpts of some of these broadcasts. In addition, numerous publications, both magazine articles and books, have featured West Point. He reported that Barnes & Noble bookstore now has a West Point book display.

The Superintendent concluded his briefing by asking for support from the Board to protect, and sustain the long-term investment of the Program Objective Memorandum (POM) and provide continued support of the USMA Master Plan, and military construction projects.

7. **COMMANDANT'S UPDATE.** Senator Reed informed the Board that BG Olson would be departing West Point this summer to assume Command of the 25th Infantry Division (Light) in Hawaii. He thanked the Commandant for his dedication and service to the Academy and the Army. BG Olson began his briefing by discussing the Commandant's assessment of military and physical programs. He reported the Academy is pleased with the military intersession held since the last BOV meeting. Based on the recommendation by the Superintendent's transition team, the Commandant will be expanding the military science instruction into the academic year. During the academic year, five additional military science classes have been offered. These additional military classes will provide cadets with a year-round exposure to military science and links the cadet summer training program with the military education program.

a. **CADET SUMMER TRAINING.** The Commandant reported the Cadet Basic Training (CBT) program will remain the same during the summer of 2002. He further stated CBT, a heavily military task oriented experience, provides a transition from being a civilian to soldier/cadet. Cadet Field Training (CFT) is provided to cadets during the second summer and takes place at Camp Buckner located on West Point. This exercise,

two months long, allows cadets to participate in the Operation Highland Warrior exercise, including platoon live-fire and air assaults, and hands-on close combat training.

b. **HONOR SYSTEM UPDATE.** The Commandant reported the Superintendent's transition team conducted an intensive review of the cadet honor code and honor system. This assessment revealed the honor code is solid; however, the processing system needed to be streamlined and modified. Based on the team's recommendations, the processing timeline is reduced to 30 working days. The Academy plans to revise the Values Education Program during the 2003-2004 academic year. BG Olson informed the Board of the information campaign devised to inform new cadets and their parents of the honor code. He reported the Academy works through the Center for Professional Military Ethics program on honor code improvements and enhancements.

c. **RESPECT & GENDER ISSUES.** The Commandant informed the Board of sensing sessions that had been held in advance of the sexual assault survey. BG Olson stated the results showed that cadets did not understand the reporting process for assaults. Cadets felt reluctant to report assault incidents since many times other misconduct occurred surrounding these incidents, such as alcohol use. As a result of these findings, BG Olson has created an action plan including education on how to report assault, prevention of sexual assault, improvements to the medical/psychological/chaplain support, and development of a sexual assault incident policy. Additionally, the Commandant has developed a Health & Wellness Committee that includes leaders and members of the chain of command to address this issue further. He reported every case of sexual assault is investigated by the Criminal Investigation Division (CID) and furthermore an Academy investigation officer reviews the CID information and reports to the Superintendent on recommended courses of action. Ms. Umberg stated her support of this process, and she stated she no longer felt there was a need for a separate formal sexual assault survey. However, she requested that Dr. Yavorek, the only female physician at the Cadet Clinic, be included as a member on the Health & Wellness Committee.

d. **PHYSICAL PROGRAM REVIEW.** The USMA physical education program is the most comprehensive and thorough treatment of physical education in America. The first two years consists of performance/skill-oriented courses. The 3rd and 4th year consists of programs designed to prepare cadets for the Army physical development programs for their future units. The Commandant thanked the Board members for their support of the Arvin CPDC project. He further stated the Arvin CPDC was adequately scoped to meet the physical program requirements.

e. **USCC PERSONNEL UPDATE.** The Commandant informed the Board of the senior leader turnover this summer due to three-year military rotations. He reported a foundation is set for successful cadet summer and fall training programs. BG Olson concluded his briefing by stating the Academy will continue to strengthen Officership by offering quality summer training programs in conjunction with other USMA developmental programs.

8. **DEAN'S UPDATE.**

a. **ACADEMIC PROGRAM.** Brigadier General Kaufman started his briefing by discussing the Academic program. The Dean stated the minimum number of academic courses for degree completion is 40 classes. Of those 40 courses, 30 are required core classes in engineering, math, science, humanities, and social science. In 1999, the Academy reviewed the core curriculum. Based on this review, changes were made and implemented with the Class of 2005. More information technology courses have been added to the required curriculum. Additionally, foreign language opportunities have been added in the humanities program. Major fields of study include: Engineering, Social Sciences, Humanities, and Basic Sciences. Also as a result of the review, two new majors, Nuclear and Chemical Engineering, have been added to the curriculum.

BG Kaufman discussed the adjustments and new courses added to the curriculum in response to the 9/11 incident. New courses include: cyber-terrorism, conflict resolution, and information assurance. The Dean discussed the successes in academic excellence among the cadets. The Academy is ranked among the most successful colleges in the country to compete for scholarships. The debate team is ranked third in the nation, the Model UN team is ranked first in the country, and third in the world, three cadets won the national math modeling competition, and 15 of the last 20 awards of the Academic Honor Society in History have been awarded to West Point cadets.

The Dean discussed the Advanced Individual Academic Development (AIAD) program. This summer, the Academy is sending 125 3rd year cadets to 27 countries to work with embassies and humanitarian relief organizations to gain real world experience. The AIAD program has expanded to include other countries in US Southern Command (USSOUTHCOM).

BG Kaufman discussed the portable and wireless technology provided to the cadets. This year cadets will be issued laptops rather than desktop computers and provided a personal digital assistant (PDA). Additionally, technology upgrades are being made to the barracks and academic buildings incorporating wireless technology.

The Dean highlighted some of the Academy's support to Army operations. He discussed the remote sensing research, senior faculty participation in Operation Anaconda in Afghanistan, completion of a publication on Terrorism and Counter terrorism by select faculty members, and work by the Engineering department on supporting the development of the land warrior for Project Manager (PM) soldier. The Academy is expanding to support other program managers to include Abrams tank, Night Vision, Small Arms, and the Future Combat Systems projects.

b. **FACULTY ISSUES.** The Dean addressed the compressed career timeline problem of junior military officers. The Dean explained the composition of the faculty showing that 21 percent are civilians, 17 percent senior military and 62 percent, representing 2/3 of the faculty, are rotating junior military officers serving a three-year assignment. Junior officers selected to teach at the Academy have less time to complete educational and training requirements, placing them at possible risk for their future professional success. The Dean stated the ability to attract quality officers, particularly from the combat arms

branches, to the Academy is reduced by this career management problem. Specifically, it is difficult for officers to leave their units to complete two years of graduate work, followed by a three year tour of duty at West Point, and another one year to attend the Command and General Staff College and an additional two years to become branch qualified. The Academy is suggesting allowing junior military officers serving at West Point one and a half years to complete branch qualification requirements, rather than two years. The Department of the Army is providing great support to assist the Academy with solving the faculty/personnel problems.

c. **LIBRARY LEARNING CENTER.** BG Kaufman provided an overview of the library learning center project. The Dean mentioned the design phase for the proposed Library Learning Center is 35 percent complete. The STV Architects firm won the contract to complete the design. The Library Learning Center will allow for additional space, modernization, and increased technology. The Dean mentioned the project is included in the Department of the Army's budget. Construction is scheduled to begin in FY 2004 with project completion in 2006. By 2008, both the library and science facilities will be completed. The Dean concluded his briefing by thanking Congressman Taylor for assisting in the effort to obtain funding for the digitization project of the library. Approximately \$1 million of funding was provided through the Library of Congress to digitize USMA archives and special collections and to upgrade the computer servers stations and software.

9. ADMISSIONS UPDATE. COL Michael Jones, Director of Admissions, began his briefing by reviewing the Admissions mission statement: to enroll those outstanding men and women who are motivated toward completion of West Point and a military career and enroll a class of desired composition and diversity. The Directorate of Admissions' goal is to increase the quantity and quality of the candidate pool by increasing awareness through a marketing campaign and encouraging candidate interest.

He briefly discussed the organizational structure of the Admissions office. Five military officers, serving as regional commanders, are assigned to various geographic regions and manage over 2,000 cadet files. Additionally, the office consists of an athletic recruiting section, preparatory school recruiting section, and an outreach officer who works specifically on recruiting minorities. Approximately 120 West Point Clubs and Societies located throughout the country assist in the marketing effort of the Academy.

He reported that each year over 200,000 prospective students are contacted through direct mail. Out of the prospective students, approximately 50,000 students are interested and 10,000 actually open candidate files. Candidates must be nominated by congressional members. Of the 4,000 congressionally nominated, the Academy accepts approximately 1,180 candidates.

COL Jones informed the Board the application numbers are remaining steady. The number of athletic recruits has been reduced, as the coaches are focusing their efforts on quality candidates and now looking at a much better quality athlete and student. COL Jones discussed the class composition goals, and stated that the only category where the Academy will not meet its minimum requirement is African Americans. The goal for this

category is 10-12 percent; the Academy is at six percent for this category, dropping by 30 percent. The significant decrease in African-American applications has been experienced at all service academies. Minority recruiting is a challenge for the Academy. Plans are to focus more closely on minority outreach programs such as the minority visitation programs. This year's USMA minority visitation program has experienced a high yield rate, 83%, since 38 out of 46 accepted admissions into the Academy.

The 9/11 incident has affected recruiting efforts this year. The number of regular Army applicants has also decreased this year. Soldiers would rather serve in the current Army wartime mission. COL Jones reported the yield rate has increased significantly to 85 percent; USMA is ranked 2nd in the country in terms of yield rate. The Class of 2007 numbers are higher with an estimated class size of 1,109 cadets. Due to the Bicentennial year and the increased public relations effort and the 9/11 incident, the number of files opened was 14 percent higher this year. COL Jones reviewed the class profiles stating consistency of quality remains constant in both the short and long term.

COL Jones informed the Board of the Army's fully funded ROTC four-year scholarship program at tier one universities. The Academy will experience increased competition from the ROTC program. COL Jones mentioned the Academy is cooperating with the ROTC programs providing advertising for ROTC to ensure candidates are aware of the ROTC scholarship option. The Academy embeds the ROTC option in all USMA materials/events as an alternate path to Army officership.

COL Jones informed the Board of the success of the USMAPS programs, designed to prepare soldiers academically prior to attending the Academy. Class size for this year is 220, decreasing slightly due to the USMAPS barracks renovations. Only 19 African Americans accepted admissions into USMAPS, representing a decrease. However, Hispanic enrollment in USMAPS has increased from 23 last year to 32 this year.

He discussed the West Point Preparatory Scholarship Program, privately funded, to provide partial scholarships for selected athletes to attend prep schools prior to enrollment in the Academy. Currently, 40 candidates are participating in this program.

COL Jones stated the Academy uses Educator Visits in high school recruiting. These visits provide an important way for Admissions personnel to increase the awareness of West Point inside schools around the country. Admissions ran three Educator Visits this year, with approximately 40 educators attending each visit. COL Jones indicated the Academy Educator Visits focus on schools that do not send candidates. Furthermore, he stated 50 staffers attended the annual Congressional staff visit this year, the largest number ever reported.

New admissions initiatives were reported. The Academy is producing two new recruiting videos: *Leaders for a Lifetime* and a first time ever USMAPS video. Additionally, the Academy will increase the number of Military Academy Liaison Officers (MALO) in the local community. Admissions staff is working closely with members of Congress to expand the nominated candidate pool. Finally, the Academy is

working to develop an improved system for background checks, including checks such as fingerprinting required for candidates prior to Registration-Day (R-Day).

COL Jones concluded his briefing by informing the Board of the USMA message to future cadets: the Academy emphasizes officership, leadership, and selfless-service.

10. AREAS OF INTEREST FOR FALL ANNUAL MEETING. The Board members suggested topics for discussion at the next BOV meeting in the fall. General Baca requested the Academy analyze the success of West Pointers in the Army and those alumni working in the local communities nationwide. LTG Lennox stated through the Association of Graduates' research, the Academy could provide this information to the Board at the next meeting. Ms. Robin Umberg indicated that she would like to see the results of the quality of life survey. Additionally, Ms. Umberg requested the Academy provide updates on the disability issue.

11. ADJOURNMENT. Senator Reed thanked everyone for his or her attendance. Senator Reed informed the Board of the fall annual meeting date, Friday, November 8th at West Point followed by the Army vs. Air Force football game on Saturday, November 9th. He encouraged the Board members to schedule summer training visits in July or August. With no further business to discuss, the Spring Meeting of the Board of Visitors was adjourned at 12:45 pm.


JACK REED
Chairperson
USMA Board of Visitors


EDWARD C. CLARKE
Lieutenant Colonel, US Army
Executive Secretary,
USMA Board of Visitors

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AGENDA
SPRING MEETING
UNITED STATES MILITARY ACADEMY BOARD OF VISITORS
WEDNESDAY, 15 MAY 2002, 0930-1300
Room 418, Russell Senate Office Building, Washington, D.C.

0930-1000	New Member (Speaker David Wilkins) Welcoming Reception	LTG Bill Lennox
1000-1005	Call to order	Senator Jack Reed
1005-1010	Administrative remarks, roll call	LTC Ed Clarke
1010-1015	Opening comments and introduction of agenda	Senator Jack Reed
1015-1030	Remarks by the representative of the Secretary of the Army	Mr. JB Hudson
1030-1035	Approval of Organizational Meeting minutes	Board Members
1035-1200	Remarks and updates by the Superintendent, Commandant, and Dean	LTG Bill Lennox BG Rick Olson BG Dan Kaufman
1200-1215	Break at chairperson's discretion (Working lunch provided)	
1215-1245	Admissions update by the Director of Admissions	COL Mike Jones
1245-1300	Closing remarks and adjournment	Senator Jack Reed

**UNITED STATES MILITARY ACADEMY
BOARD OF VISITORS
SUGGESTED 2002 SUMMER TRAINING DATES**

SPECIAL VISIT DATES (West Point) A special visit is one that is not made in conjunction with a Board of Visitors meeting. An individual, or a group, like the Executive Committee, may schedule a visit to observe cadet training, at West Point or other locations. The table, below, lists selected USMA summer training events that will occur this year. Only one BOV member participated in a Special Visit last summer. We want to encourage you to participate in this opportunity; as it is your best opportunity to interact with cadets and Academy staff and faculty. At your earliest convenience, please advise LTC Ed Clarke, or Ms. Jen Pagio if you want to participate in a special visit.

Training	Suggested Time Frames	Location
Cadet Basic Training: (Basic marksmanship ranges, Hand Grenades, 23 July only), Mountaineering	23, 24 or 25 July 02	West Point, NY
Cadet Field Training (Operation Highland Warrior Missions, 23,24 July) OHW Defense (dawn on the 25 th), Close quarters combat	23, 24 or 25 July 02	West Point, NY
Cadet Field Training Runback to USMA	12 August 02	West Point, NY
Cadet Basic Training Marchback to USMA	13 August 02	West Point, NY

INFORMATION PAPER

Subject: Execution of Library of Congress (Cong. Taylor) Funds

1. USMA and the Library of Congress entered into a joint project to improve the digital capabilities of the USMA Library. The major components of this project are upgrading the network in the cadet barracks and the USMA Library, enhancing the Library's digitization capability and fitting the new group study rooms with information technology. 99.1 percent of the funds have been committed, and 73.2 percent of the funds have been obligated. All components of the project are underway and some are nearing completion.
2. Network Upgrade. This component of the project is budgeted for \$630,000. The network equipment has all been ordered. The installation is a phased operation by building, progressing from barracks to barracks, with the Library being the last building to be upgraded. Each building takes about a week to upgrade. The vendor is delivering the equipment a building at a time. Grant Barracks has been upgraded and is now operating with increased capacity. We have started on Pershing Barracks and it will be complete by the last week in April. By June the network component will be complete.
3. Library Archives Digitization. This component of the project is budgeted for \$313,000. This component has two objectives: the first is to begin the digitization of the USMA Archives. This has been contracted for and is underway. The second is to buy the hardware required for USMA to digitize, store, and access the archives. The equipment has been ordered but we are still waiting for delivery. The large server that will hold the archives is due about the 1 May. Delivery for the special scanners and scanning workstations is expected in May or June.
4. Group Study Rooms. Four group study room should be completed in June. All furniture has been ordered for arrival in May. The information technology component is budgeted for \$56,000 and includes VTC capability, multi-media workstations, and wireless connection to the network for notebook computers. The equipment has been ordered and will be installed as soon as construction is complete.
5. Remaining Funds. The remaining \$8,817 is money that is planned for information technology in the library group study rooms. With it we will purchase equipment that will be delivered quickly. For these types of equipment it is prudent to wait until to get the best value.

COL Welch/x3710

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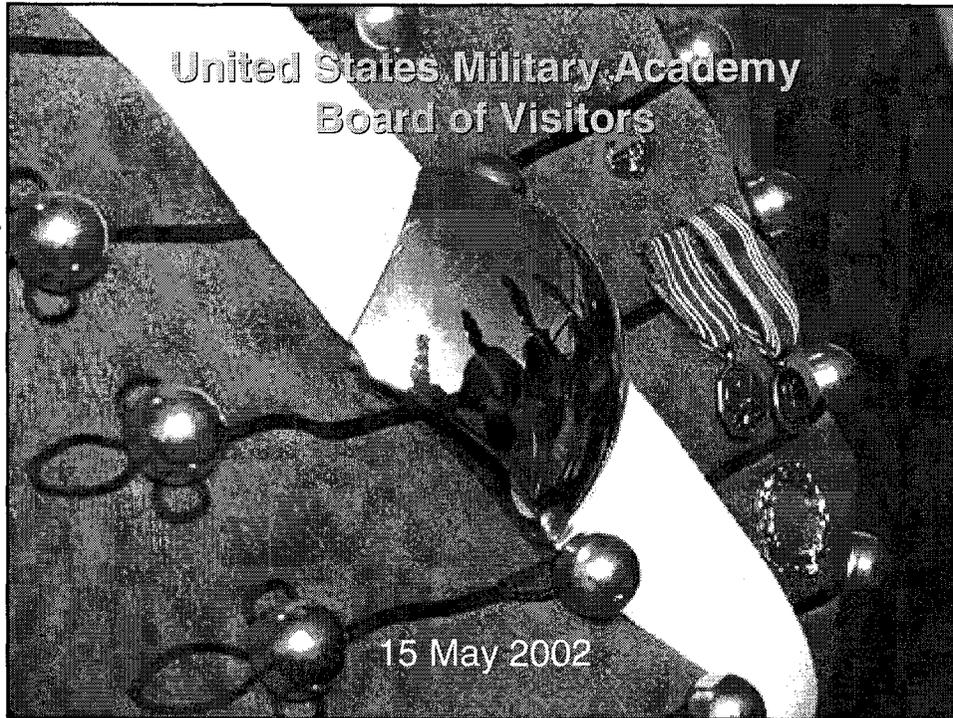
Board of Visitors Mission

- The Board of Visitors is charged with inquiring into the morale and discipline, curriculum, instruction, physical equipment, fiscal matters, ethical, and academic programs of the United States Military Academy (USMA).
- The BOV provides oversight and advisory roles to the Superintendent, the Army, and the President on the operations of the USMA.
- The Board submits an Annual Report to the President concerning any actions, views, and recommendations pertaining to the Academy.



Agenda

0930-1000	New Member Welcoming Reception	LTG Lennox
1000-1010	Administrative Remarks/Roll Call	LTC Clarke
1010-1015	Opening Comments and Introduction of Agenda	Senator Reed
1020-1035	Remarks by the Representative of the Secretary of the Army	Mr. J.B. Hudson
1035-1200	Remarks and Updates by the Superintendent, Commandant, and the Dean	LTG Lennox BG Olson BG Kaufman
1200-1215	Break at Chairperson's Discretion (Working Lunch Provided)	
1215-1245	Update by the Director of Admissions	COL Jones
1245-1300	Closing Remarks and Adjournment	Senator Reed





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Outline

- Superintendent
 - Retention Rates
 - Quality of Life
 - Legislative Issues
 - Funding/Facilities
 - AOG Contributions
 - Athletic Update
 - Bicentennial Update
- Commandant:
 - Military Program
 - Honor System Improvements
 - Physical Program
- Dean:
 - Academic Program
 - USMA contributions to the Army
 - New Library/Learning Center
 - Multipurpose Academic Building
- Director of Admissions: Update
- Superintendent: Help from BOV!



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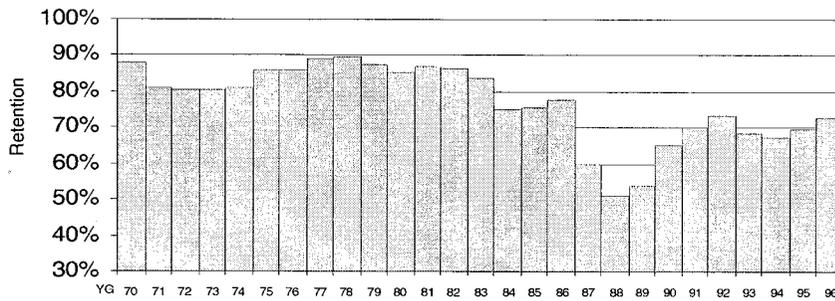
Retention

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USMA 5 Year Retention



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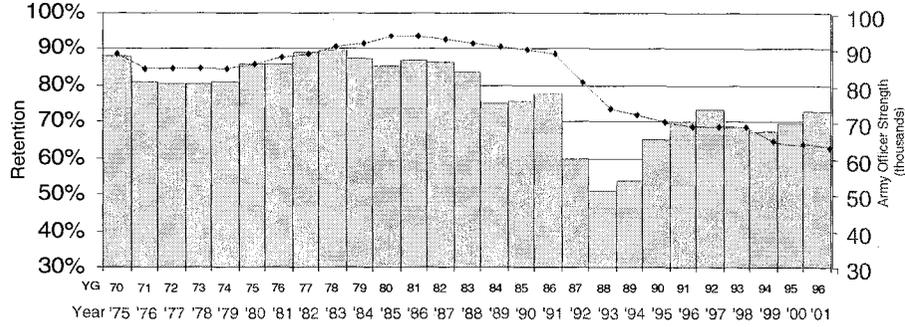
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USMA 5 Year Retention & Army Officer End Strength



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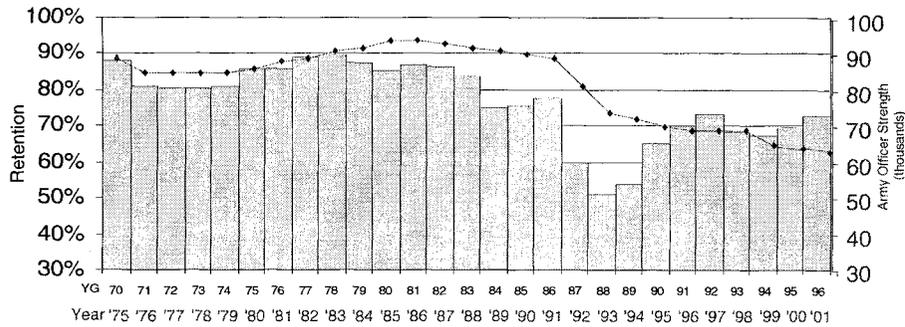
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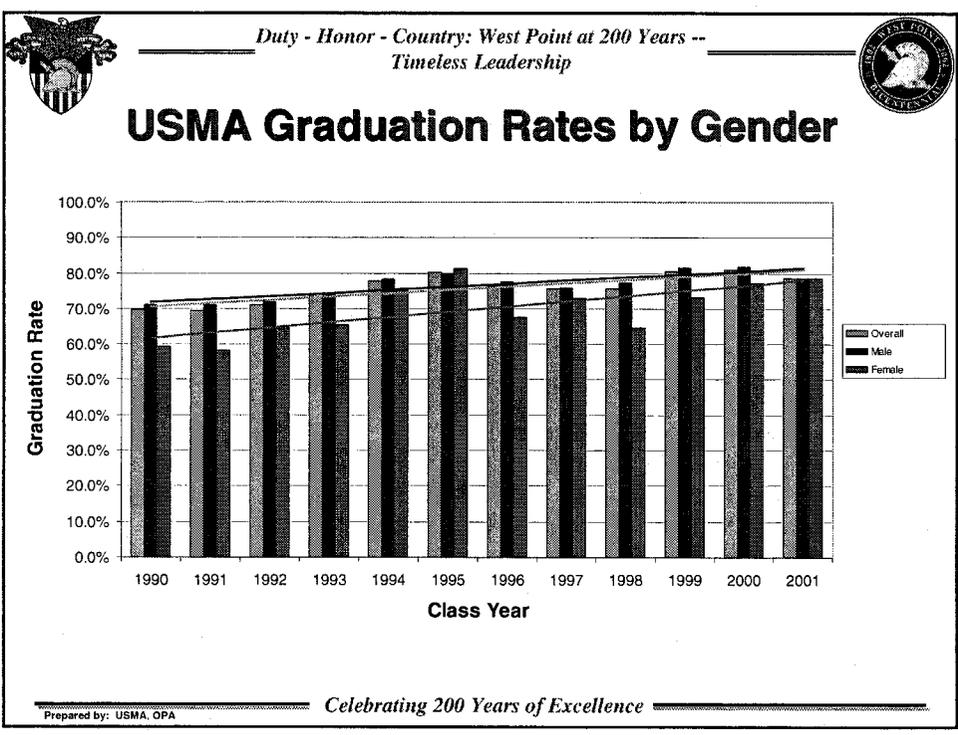
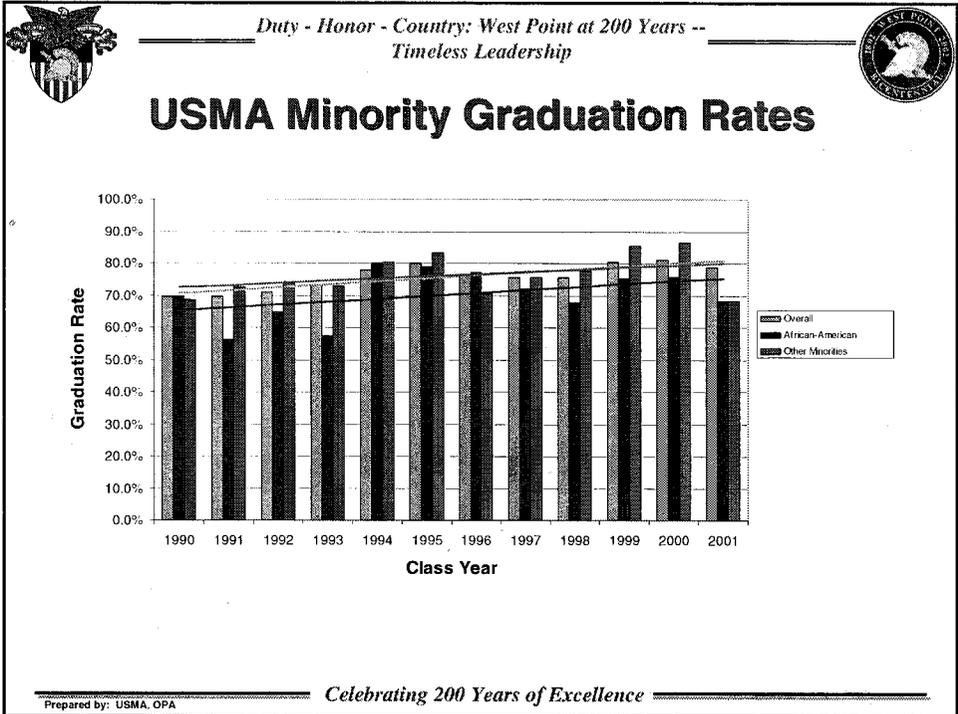
Personnel Policies Affecting Officer Retention



<p>Post Vietnam RIF</p>	<p>Reagan Buildup</p>	<p>Beginning of Drawdown VERRP SERB Promotion Slowdown Lower Accessions</p>	<p>Drawdown VSI/SSB LT Retention Board ADSO Waivers FY 92-96 Promotion Slowdown 15 Yr Ret SERB FY92-95 RIF FY92</p>
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Quality of Life

Sexual Assault

Command Climate

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Quality of Life/Sexual Assault Update

- Sexual Assault Survey
 - Initially planned to administer in APR 02
 - Survey questions based on 2000 National Institute of Justice study
 - Survey shelved because of graphic language; Organizational oriented questions to be included in the Quality of Life Survey in AUG 02
- Quality of Life – Cadet Only
 - Focus groups consisting of Cadets and Company Tactical Officers completed
 - Survey design NLT 1 AUG 02
 - Conduct survey during Reorganization Week in August (12-16 AUG 02)
 - Results will be reviewed at the NOV 02 Board of Visitors meeting
- Command Climate Survey – USMA Wide
 - Administer in OCT 02
 - Results will be available DEC 02 and briefed at FEB 03 Board of Visitors meeting
- Commandant's Initiatives

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USMA Army Family Action Plan (AFAP) Process

- Conduct annual AFAP Conference with cross section of Community representing the Army Family, i.e., soldiers, retirees, DA civilians, family members (including teens), to identify, develop and prioritize unit/community/installation well-being issues; make recommendations; and brief the Superintendent.
- Garrison Commander Steering Committee (GCSC) composed of AFAP staff, issue proponent managers and Community Action Council representatives, meets quarterly to review local issues. All members of the Community are invited to attend.

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USMA Army Family Action Plan (AFAP) GCSC

GCSC PURPOSE:

- Serve as a review board for the Garrison Commander to ensure well-being concerns are thoroughly worked and implemented in a timely manner.
- Ensure issues beyond the scope of the Superintendent are forwarded to HQDA.

GCSC OBJECTIVES:

- Review action plans for feasibility and measurable objectives.
- Determine the appropriate issue status: active, completed or unattainable.
- Submit recommendations to USMA Superintendent.

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USMA Army Family Action Plan (AFAP) AFAP Sample Issues

- Child/Youth/Education - Adequate time to eat lunch at West Point Schools
- Consumer Affairs - AAFES Services improvements
- Force Support - No centralized source of community information
- Housing - Housing provides inadequate information
- Medical/Dental - Delayed access to services causes "infeasible" care options for the patient.
- Teens - Projected closure of Mahan Hall Movie Theater

SAMPLE RESOLVED AFAP ISSUE:

- 1999 AFAP Conference Issue: Community Exercise and Weight Facility
- Result: MWR (Morale, Welfare, and Recreation) Fitness Center opened in January 2002 and boasts an average weekly usage of 1,200 by a cross section of the community.

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Legislative Issues

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Authority for Phased Increase for the Service Academies

- House of Representatives amended the National Defense Authorization Act, Section 531 by adding beginning with the 03-04 academic years the SA may prescribe annual increases in the cadet strength by no more than 100 cadets, limit is 4,400. No increases after the 07-08 academic years.
- USMA/Army supports legislation that authorizes an increase **without mandating** the increase.

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Cadet Disability

- 10 U.S.C. § 1217 specifically excludes cadets of the services academies from medical retirement or separation for physical disability under the Army disability system.
- The National Defense Authorization Act for FY 2002, directs the Secretary of Defense, in coordination with the other Service Secretaries, to conduct a review of the health and disability benefit programs available to recruits and officer candidates engaged in training, education or other types of programs while not yet on active duty and to cadets and midshipmen attending the Service Academies.
- Awaiting DoD response.

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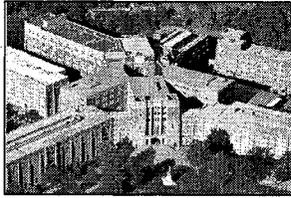
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Facilities: In Progress Now



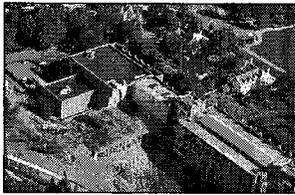
Washington Hall



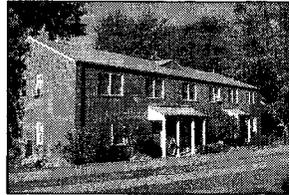
Mahan Hall



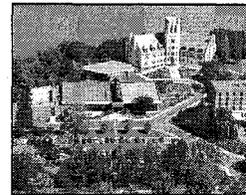
Headquarters Fire Station



Arvin CPDC



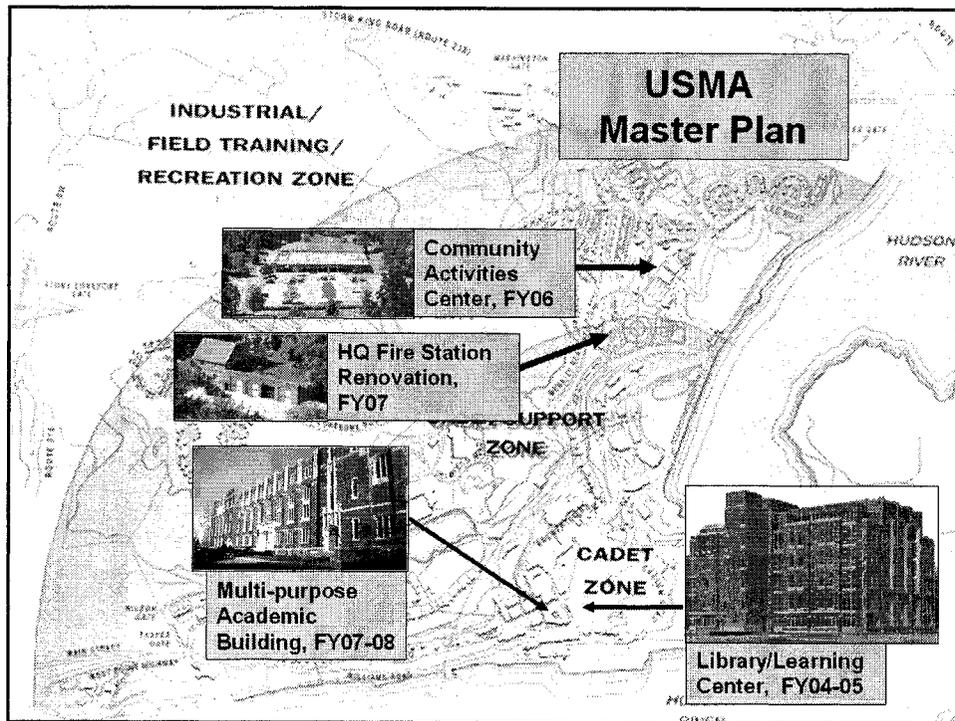
Housing Renovations

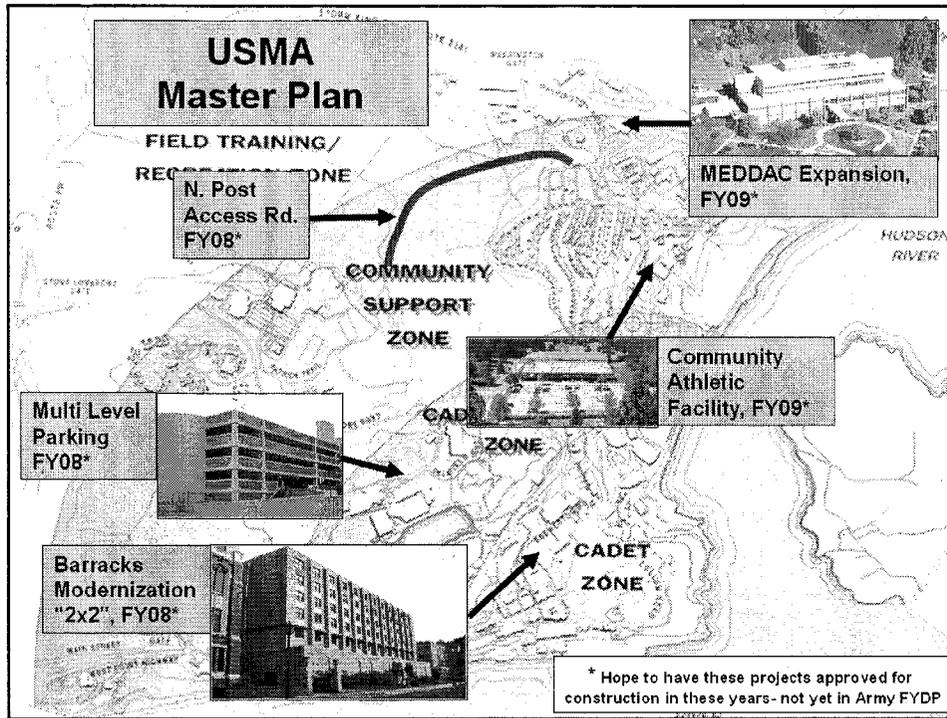


Pershing Center

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Core vs. Margin of Excellence

<u>"Core" – Mission Essential</u>	<u>"Margin of Excellence" – Gifts</u>
 Barracks	 Michie Stadium Athletic Complex
 Library	 Center for the Professional Military Ethic
 Physical Development Center	 Indoor Marksmanship Range

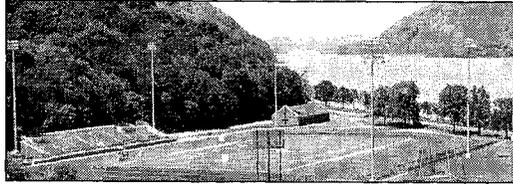
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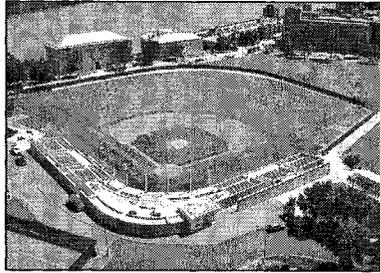
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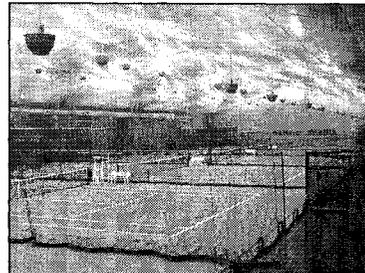
AOG Completed Capital Projects (1996-2000)



Shea Stadium - \$2.4M



Johnson Stadium - \$4.3M



Lichtenberg Tennis Center - \$4.8M

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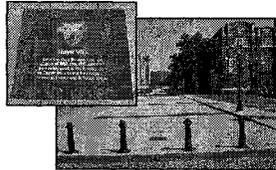
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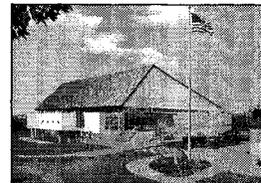
AOG Ongoing Capital Projects (2001-2002)



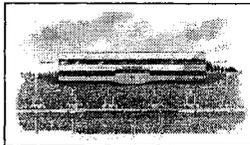
Thayer Pedestrian Walk - \$4M



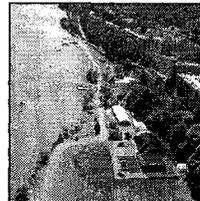
Malek Tennis Center - \$0.7M



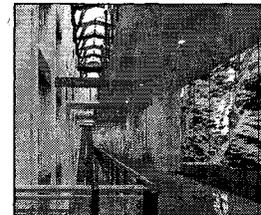
Gross Sports Center - \$3M



Hoffman Press Box - \$10.1M



Caufield Crew and Sailing Center - \$5.2M



Arvin CPDC Margin of Excellence Enhancements - \$3M

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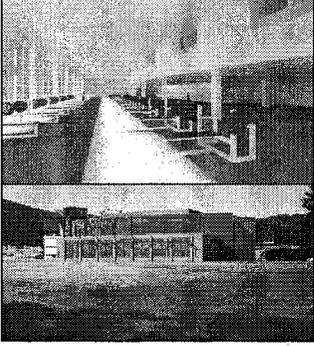
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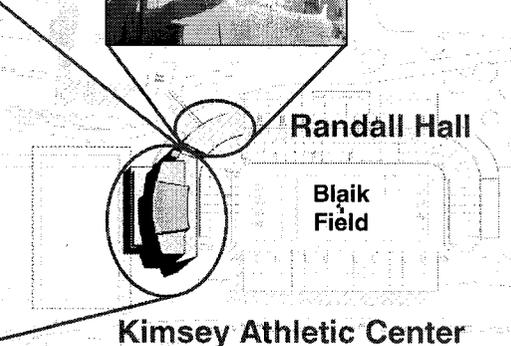
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AOG Ongoing Capital Projects

Total Project
Cost to AOG
\$56M





Randall Hall

Blaik Field

Kimsey Athletic Center

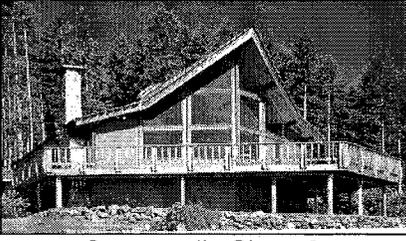
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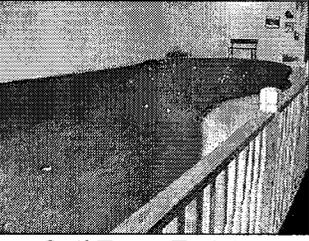
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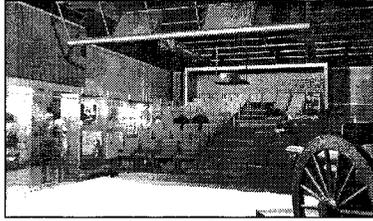

AOG Future Capital Projects



**Scancarello Skeet &
Trap Lodge - \$0.4M**



**Golf Team Training
Facility - \$1-1.5M**



Military Heritage Center - \$1.5M



Rugby Center - \$6-10M

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AOG Capital Projects

- | | |
|---|--|
| <ul style="list-style-type: none"> ✓ Completed – Shea Stadium – Johnson Stadium – Lichtenberg Tennis Center – Thayer Pedestrian Walk – Malek Tennis Center – Gross Sports Center – Tronsrue Marksmanship Center | <ul style="list-style-type: none"> • Ongoing – Kimsey Athletic Center – Caufield Crew & Sailing Center – Randall Hall – Hoffman Press Box – Arvin CPDC Enhancements • Future – Scancarello Skeet & Trap Lodge – Golf Team Training Facility – Military Heritage Center – Rugby Center |
|---|--|

Over \$100M for New Facilities!



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Bicentennial Campaign Plan

Brick and Mortar

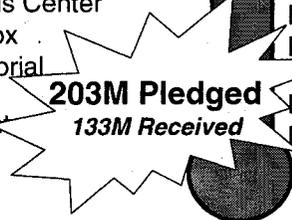
- Intercollegiate Athletic Complex
- Caufield Crew & Sailing Center
- Tronsrue Indoor Marksmanship Center
- Lichtenberg Tennis Center
- Hoffman Press Box
- Class of '52 Memorial Athletic Complex
- Malek Tennis Center
- Thayer Walk
- Mural Restoration

84% of
Campaign
Needs
Fulfilled



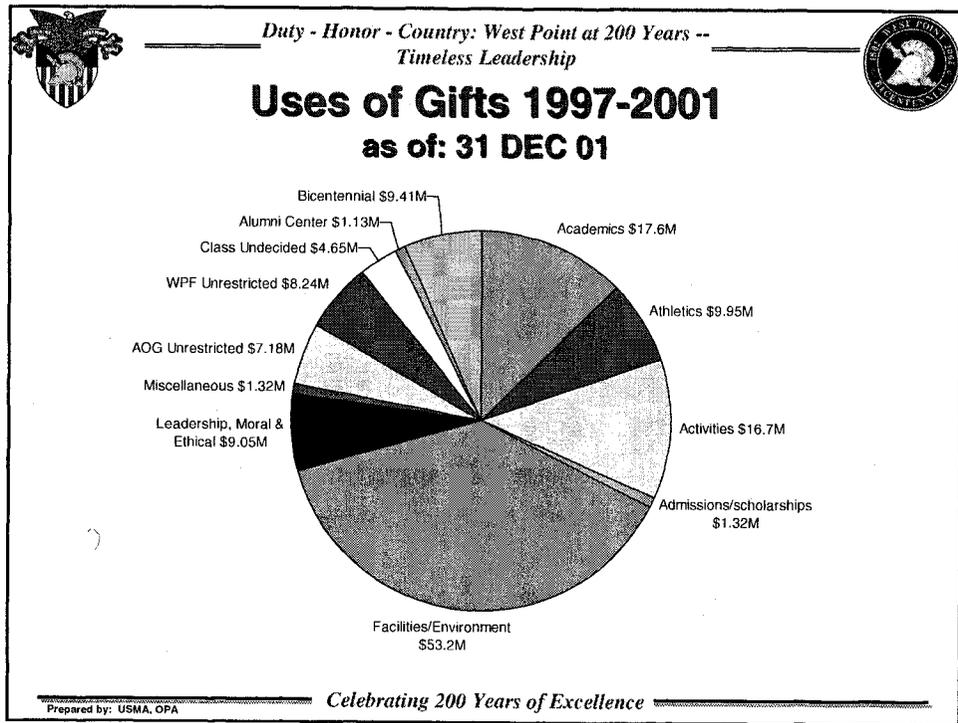
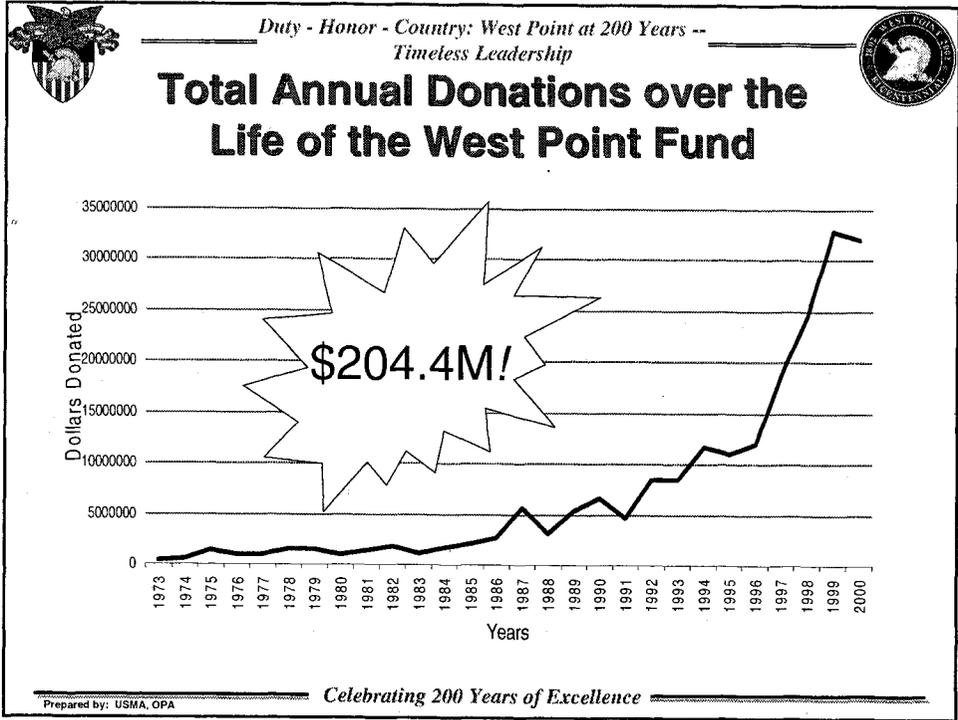
Focused Endowments

- Academic Chairs
- Cultural Studies
- Classroom Technology
- Center for the Professional Military Ethic
- Cadet Activities
- Enhanced Recruiting Program
- Foreign Language Immersion Program
- Library Research Collections
- Computational Chemistry
- Bicentennial Celebration



203M Pledged
133M Received

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“Bridging the Gap” CSL Progress in FY00-01

Great support from Army for CSL improved:

- Academic Program
 - Competitive civilian faculty pay
 - Increased faculty size
 - Improved IT infrastructure
- Admissions
 - Expanded candidate talent search database and upgraded file system
 - Expanded CBC internship
- Installation
 - SRM sustainment and began backlog buyout
 - Began replacement of barracks furniture
- Physical Program
 - Maintenance of current equipment
 - Athletic trainers funded

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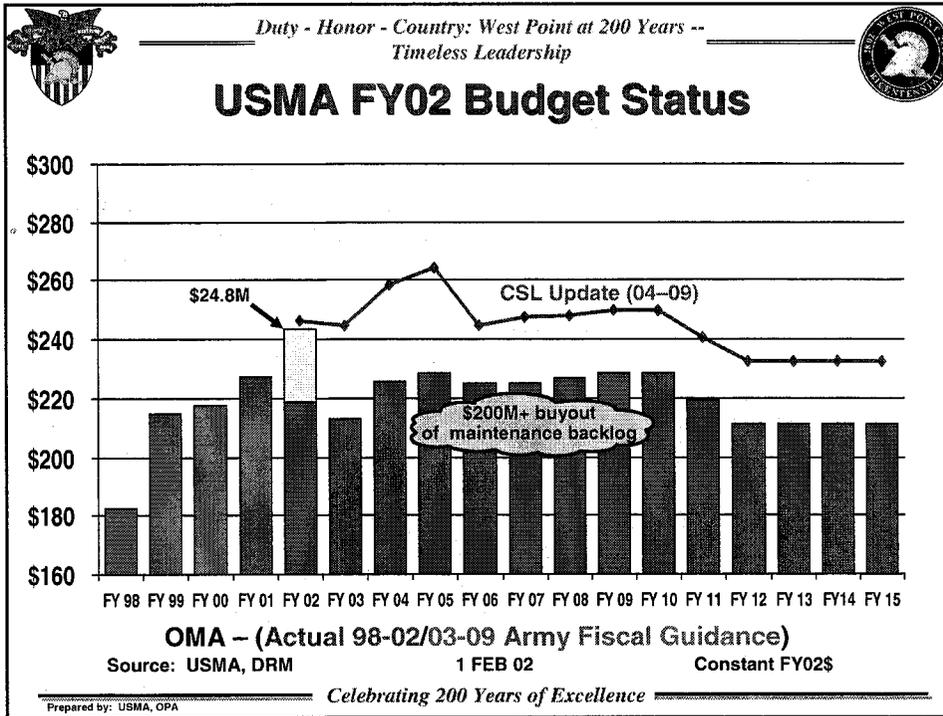


“Bridging the Gap” Recognition of Changing Conditions

- Thanks for the terrific support in FY01
- Funding of the \$10.4M UFR last budget year prevented deferment of CSL progress
- Changed conditions from Refocus addressed:
 - OSHA compliance & safety related projects
 - Physical development equipment
 - Competitive sourcing and management efficiency reviews
 - Energy cost growth ... and other items!

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USMA Top 10 Shortfalls – FY02

<u>ISSUES</u>	<u>\$M</u>
1. MTSA	\$1.400
2. Cadet Summer Training	\$1.148
3. Civilian Pay DOL	\$1.600
4. CA Studies	\$1.786
5. CSL Automation	\$1.400
6. Wireless	\$1.900
7. Custodial MEO	\$1.600
8. Official Lodging	\$0.118
9. SRM Shortfall	<u>\$7.400</u>
SUBTOTAL	\$18.352
10. Transition Initiatives	
A. Bicentennial	\$1.400
B. Intercollegiate Athletics	<u>\$5.000</u>
TOTAL UFRS FOR HQDA CONSIDERATION	\$24.752

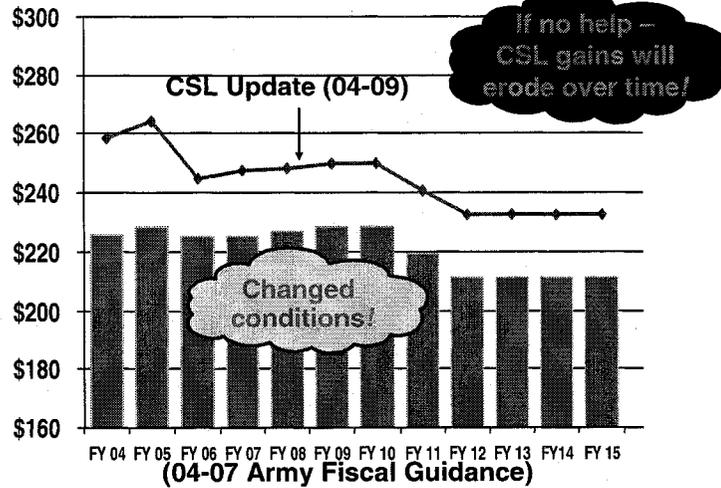
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USMA CSL Status: POM Years



Source: USMA, DRM 1 FEB 02 Constant FY02\$

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Emerging Annual Shortfalls in OMA Funding - FY's 04-09

Category \ FY	04	05	06	07	08	09
Changed Conditions in CSL • (e.g., Commercial Activities Adjustments, IT Pay Raise)	\$7.2M	\$4.2M	\$4.1M	\$5.0M	\$5.1M	\$5.3M
Strategic Initiatives • (e.g. Support for ODIA, STRATCOM initiatives)	\$9.7M	\$9.8M	\$10.0M	\$10.2M	\$10.5M	\$10.7M
Recognized but Deferred CSL Issues from POM 02-07 • (e.g. Library staffing, Arvin & library FFE)	\$5.8M	\$19.8M	\$2.4M	\$2.5M	\$2.6M	\$2.7M
Homeland Defense	\$12.2M	\$4.1M	\$4.7M	\$7.3M	\$5.5M	\$5.7M
TOTAL	\$34.8M	\$37.9M	\$21.3M	\$25.1M	\$23.7M	\$24.3M

...a range of \$21M to \$38M with spikes in FY04 explained by Homeland Defense one time requirements, and in FY05 explained by FFE for Arvin & Library

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Athletic Department Mission

CHAMPIONSHIPS

COMMITMENT CHARACTER

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 growth in character, ethical conduct and sportsmanship.

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Intercollegiate Teams

Fall (8)

Men	Women
Cross Country	Cross Country
Football	Volleyball
Soccer	Soccer
Sprint Football	Tennis

Winter (10)

Men	Women	Combined
Basketball	Basketball	Rifle
Swimming/Diving	Swimming/Diving	
Track (Indoor)	Track (Indoor)	
Gymnastics		
Hockey		
Wrestling		

Spring (7)

Men	Women
Baseball	Softball
Track (Outdoor)	Track (Outdoor)
Golf	
Lacrosse	
Tennis	

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Excellence in Athletics



Omar Thompson



Phillip Simpson



Kage MacFarlane



Troy Pazcoquin



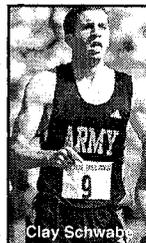
Tim Pearson



Jason Lostetter



Charles Woodruff



Clay Schwab



Lauren Rowe

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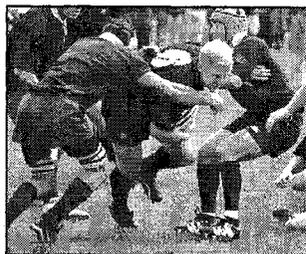
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Competing for Championships



Nationals: Final Four



NCAA Tournament
Qualifiers



Possible
NCAA Qualifiers

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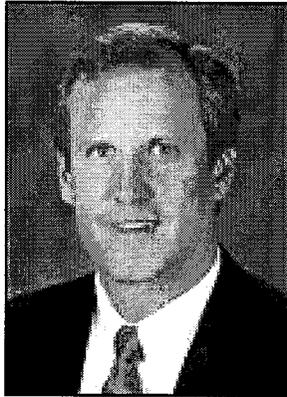
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Men's Basketball



- Ranks Tied for 46th Among Active Division I Coaches in Victories
- Six Postseason Appearances
- 4 NCAA Tournament Appearances
- Overall Winning Percentage of .594
- 4 x Conference Coach of the Year
- Graduated 48/49 Seniors During Evansville Tenure

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Army Football - 2002



September 7	Holy Cross
September 14	@ Rutgers
September 21	Louisville*
September 28	Southern Miss*
October 5	@ East Carolina
October 12	TCU
October 19	@ Houston
October 26	UAB*
November 9	Air Force
November 16	@ Tulane*
November 23	@ Memphis*
December 7	Navy (Giants Stadium)

*Conference USA Game

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Bicentennial Calendar of Events

2001:

- Acceptance Parade, 18 August
- Ring Weekend, 24 August
- West Point Museum Exhibit, 1 October – 31 December 2002
- West Point Film Festival, 16 October – 30 April 2002
- History Conference, 1-3 November
- Veteran's Day Concert in DC, 11 November
- Rockefeller Center Star Raising Ceremony, 15 November
- Army Beat Navy, 1 December



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Bicentennial Calendar of Events

2002:

- Tournament of Roses Parade, 1 January
- History Conference (Tim Russert, Moderator), 7-9 March
- Carnegie Hall Concert, 15 March
- World-Wide Founders Day celebration: Stamp & Coin Issue and Banquet in Washington Hall, 16 March
- Thayer Award Presentation, 18 April
- BSG Awards Review and Dinner, 25 April
- International Week, 22-26 April
- On-site Engineering Design Contest Finals, 27 April
- Military Tattoo in DC, 8 May
- Graduation of the Class of 2002 (French cadets in parade), 1 June
- USMA cadets to France to March in St. Cyr Graduation, 20 July
- Smithsonian Exhibit, opening Fall 02
- Revolutionary War Reenactment/Tall Ships/local Fall Festival, 5-6 October



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Bicentennial Celebration Getting the Word Out!

Founders Day Media Events

- NBC Weekend
- NBC Nightly News
- Today Show
- CNN News
- CNN Moneyline
- ABC News
- Charlie Rose Show
- CBS Radio
- NPR

Bicentennial Year Media Events

- National Geographic
 - 14 part Documentary Series
- History Channel
 - “Modern Marvels”
 - “The Long Gray Line: The Spirit of West Point”
- PBS
 - “America’s First River”
 - “West Point”
- Lifetime
 - “Be Your Own Hero: Call to Duty”
- Travel Channel
 - “American Icons: West Point”

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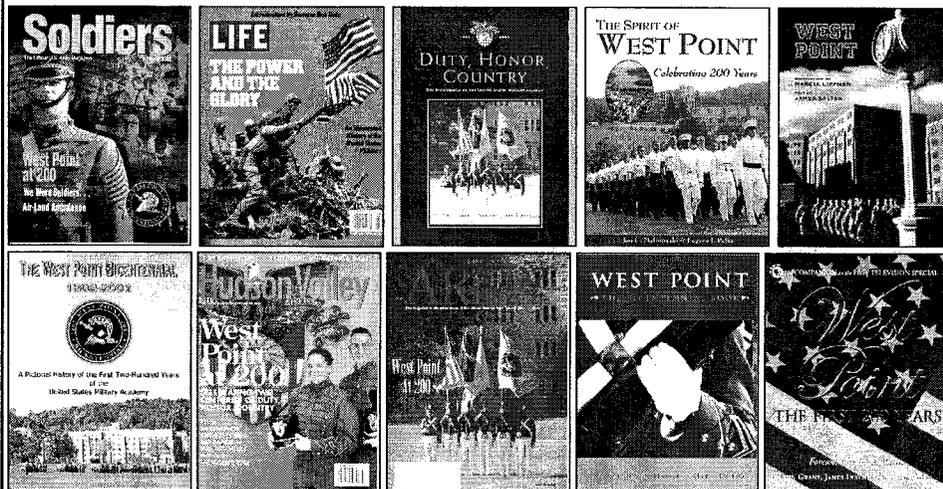
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Bicentennial Celebration Getting the Word Out!



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Bicentennial Class Graduation Activities

- 28 1430 MAY – Commandant’s Award Ceremony
- 29-30 MAY – Superintendent’s Reception
- 31 1030 MAY – Graduation Parade
- 31 1900 MAY – Graduation Banquet, Hop
 - Three banquet tickets per cadet
 - Mayor Giuliani scheduled to speak
- 1 0900 JUN – Graduation
 - Ten tickets per graduating cadet
 - President Bush scheduled to speak
- 1 1100 JUN – Commissioning Ceremonies

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USMA Board Of Visitors Spring 2002

BG Eric T. Olson
Commandant of Cadets

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48



Commandant's Assessment

Military Program - Solid!

- Successful Intersession '02
- Expanding Military Science instruction into academic year
- Final coordination for Cadet Summer Training (CST) '02
- Increased core task training in CST

Physical Program – Managing through Arvin renovation

- Contract awarded for Arvin construction phase – demolition complete
- Implemented Physical Remediation Program for weak performers
- DPE now administering APFT to all classes



Future of Military Science AY02-03

	<u>Term 1 (5 Classes)</u>	<u>Military Intersession (11 Days)</u>	<u>Term 2 (5 Classes)</u>
4CL	Warfighting Doctrine	Small Unit Tactical Operations	Team Leader Roles
3CL	Officership	Officership & Warfighting	Squad Leader Roles
2CL	Fighting Forces	Mounted Maneuver Warfare	Platoon Tactics
1CL	Training the Force	Platoon Leader Practicum	Branch Specific

- Warfighting Lecture Series
- Computer Simulations
- Lectures on Roles of the Navy, Air Force, and Marine Corps Lectures

Links Cadet Summer Training Program with Military Education Program.

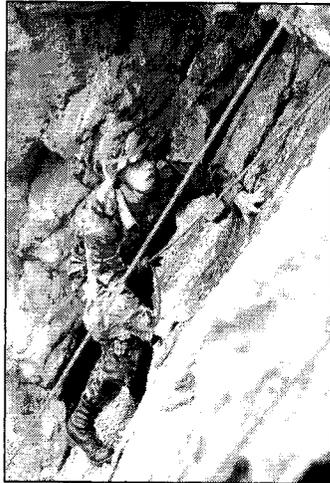
Prepares cadets to know their profession and be proficient at it.



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Cadet Basic Training '02



- Transition from Civilian to Soldier/Cadet
- Inprocess into the Academy
 - Uniforms and Clothing
 - Administrative
- Tough Military Training
 - Physical Fitness, Individual Skills Training (Basic Rifle Marksmanship NBC, Hand Grenades and First Aid), Foot Marches, and Tactical Training
- Class and Unit Cohesion
 - Operation Warrior Forge
 - Lake Frederick Bivouac

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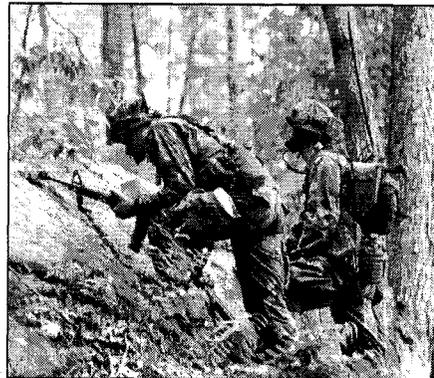


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Cadet Field Training '02

- Tough Field Environment
- Physically demanding – daily physical training, Recondo, obstacles courses
- Increase training on Land Navigation and Weapons (5 days each)
- 5-day deployment to Ft Knox, KY for Mounted Maneuver Training – includes capabilities demo and weapons LFX
- 11-day capstone combined arms exercise (Operation Highland Warrior) includes Platoon Live Fire and Air Assaults



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Honor System Update

- Reduced processing timeline to 30 working days
- Revision of the Values Education program for AY 03/04
- Improvement to the staff and faculty training on the Honor System
- Establishment of an honor liaison with Corps Squad and team sports
- Develop and send an Honor CD to candidates granted admission
- Revitalize the role of the SHRC



Respect & Gender Issues

- Sensing sessions
 - Questions focused on reporting procedures, willingness to report
- Results of sensing sessions
 - Many cadets don't know reporting procedures or express reluctance to report incidents
- Action plan
 - Education – refocus DEOMI training for Respect Reps; educate cadets and staff & faculty; guest speakers
 - Prevention – Hotline; duty officer/charge of quarters checks
 - Medical/Psychological/Chaplain support – Enhance services available, code EO rep position for female NCO
 - Sexual Assault Incident Policy – Confidentiality of mental health care providers; education/training for those responding to incident

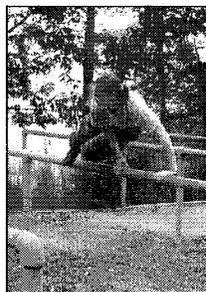


Respect & Gender Issues

- Health Awareness part of Values Education curriculum since 1997
 - Addresses date rape, date rape drugs, alcohol abuse
 - Respect staff includes trained female EO rep
- Health & Wellness Working Group
 - Examine sexual assault, alcohol issues
 - Deputy Cmdt, Brigade Surgeon, Director of CPD, ADAPCP rep, members of SCPME Respect Staff
- Sexual Assault Review Board reviews all incidents for adherence to policies, lessons learned



Physical Program Pathway

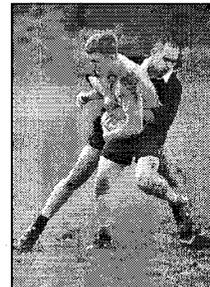


4^o CBT
Combatives I
 Survival Swimming
 Combatives II
 Military Movement
 Muscular Fitness Lab
 Army Fitness Test

3^o CFT
Combatives III
 Wellness
 Combatives IV
 Army Fitness Test

2^o CBT/CFT
Cadre
 Personal Fitness
 Lifetime Sport
(elective)
 Army Fitness Test

1^o CBT/CFT
Cadre
 Unit Fitness
 Lifetime Sport
 Army Fitness Test

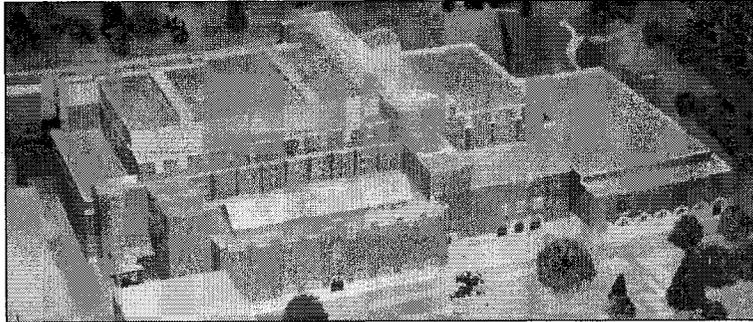




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Arvin Cadet Physical Development Center



- 3 Gyms (2 new)
- Racquetball Courts
- Boxing Rooms
- Climbing Wall
- Sports Med Facilities
- 3 Pools (2 new)
- 6 Handball Courts
- Wrestling Rooms
- Multipurpose Rooms
- Storage & Repair Shops

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USCC Personnel Update

- Senior leader turnover this summer
 - Commandant of Cadets
 - Deputy Commandant
 - Chief of Staff
 - Command Sergeant Major
 - 3 of 4 Regimental Tactical Officers
- Foundation already set for successful execution of Cadet Summer Training and Fall Term
 - Systems in place to ensure smooth transition
 - Experienced Program Executors ensure continuity
- Bottom Line: Postured for success; normal cost of business in Army

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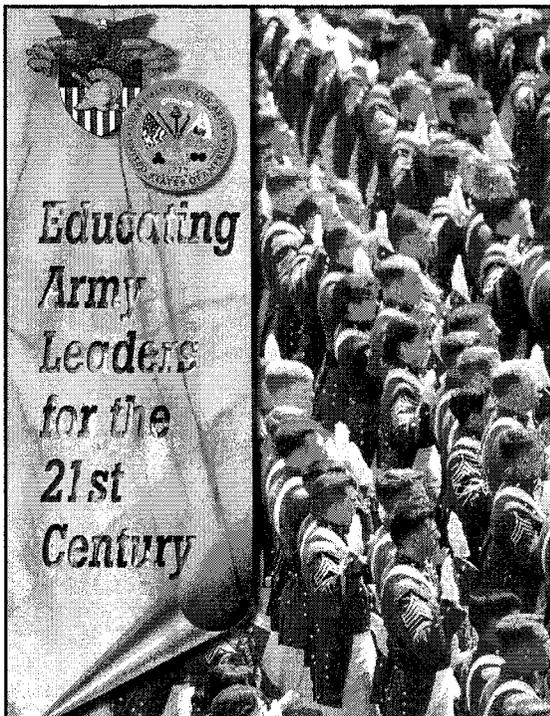
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Overall

- CST '02 set for great success!
- Will continue to strengthen Officership thread throughout summer training program and with other USMA developmental programs
- Programs are tough and challenging and will remain that way

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USMA Board of Visitors

BG Daniel J. Kaufman

Dean
of the
Academic Board

The Academic Program

Army Officer

Bachelor of Science Degree

Majors and Fields of Study in
Engineering
Math and Science
Humanities and Social Sciences

Each with 10 to 14 Electives

4 Military Science

7 Physical Education

3 English

4 Math

4 History

2 Chemistry

2 Leadership

1 Physical Geography

1 Philosophy/Ethics

2 Information Technology

2 Foreign Language

2 Physics

3 Social Sciences

3 Engineering Science/Design

1 Law

The
Core



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Majors/Fields of Study

ENGINEERING

Civil* Electrical* Mechanical*
Information Systems Environmental*
Engineering Management* Systems*
Nuclear Chemical

SOCIAL SCIENCES

Behavioral Science Economics
Studies in Leadership & Management
Geography Political Science
Military Art & Science

HUMANITIES

Art, Philosophy & Literature
History Foreign Languages
American Legal Studies
Foreign Area Studies

BASIC SCIENCES

Chemistry Life Sciences
Computer Science* Physics
Operations Research
Mathematical Science
Basic Sciences Interdisciplinary

* ABET Accredited

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Responses to 9/11



- COURSES
- Cyber-terrorism
- Information Assurance
- Terrorism
- Conflict Resolution
- Comparative Legal Systems
- Course Adjustments
- Constitutional and Military Law
- International Law
- Law of War for Commanders
- International Security Studies
- New Majors
- Nuclear Engineering
- Chemical Engineering
- New Faculty Hires
- Experts in International and Islamic Law
- South Asia Experts
- Outreach
- Afghanistan Geography Book

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Academic Excellence

RHODES

- Cadet Zac Miller
- Cadet Robert Smith
- Cadet Erica Watson

MARSHALL

- Cadet Brian Babcock
- Cadet Anne McClain
- Cadet Ken Wainwright

MITCHELL

- Cadet Jeannie Huh

GATES

- Cadet Scott Katalenich
- Cadet Matt Adams

TRUMAN

- Cadet Erica Watson
- Cadet Zac Miller
- Cadet Brian Babcock

EAST WEST

- Cadet David Chang
- Cadet John Finch
- Cadet Kent Justice



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Scholarships

RHODES (Since 1923)		MARSHALL (Since 1983)		HERTZ (Since 1969)	
Harvard	274	Harvard	101	MIT	96
Yale	185	Princeton	51	Stanford	62
Princeton	161	Stanford	37	USMA	37
USMA	79	Yale	37	Princeton	37
Stanford	67	MIT	34	Harvard	31
:	:	Brown	30	USAFA	26
USNA	33	USMA	22	:	:
USAFA	32	:	:	Yale	13
		USNA	12	USNA	8
		USAFA	6		

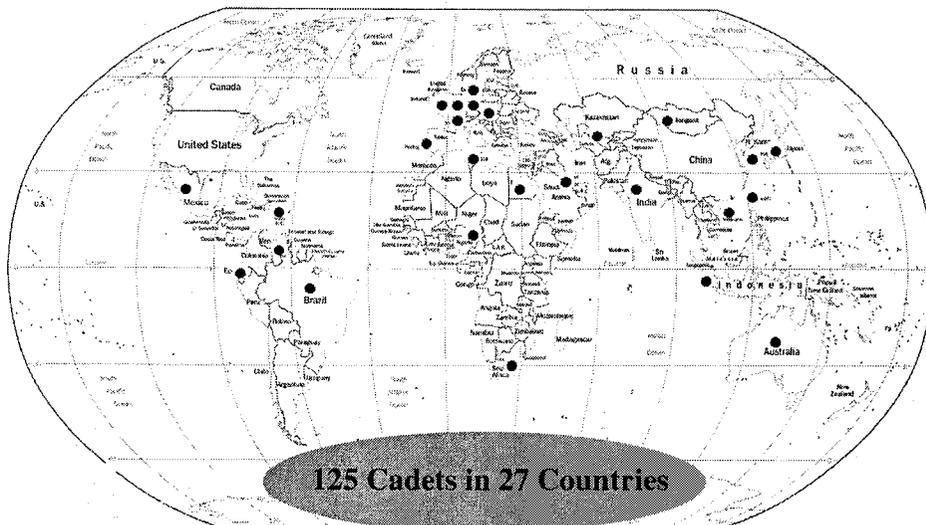
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Timeless Leadership*



AIADs Worldwide



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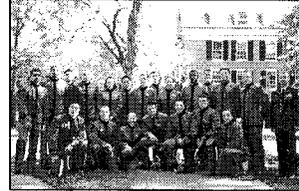
Academic Excellence: Dean's Teams



Mathematical Competition
in Modeling



Debate



Model UN



ΦΑΘ
Phi Alpha Theta
The National
Honor Society in
History

Prepared by: USMA, OPA



Concrete Canoe



NSA Directors Trophy
Cyber-Defense Exercise

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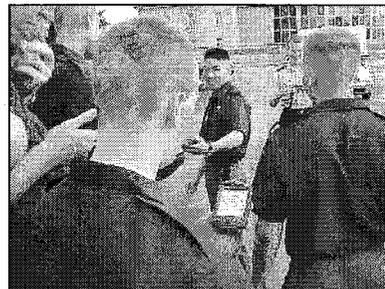
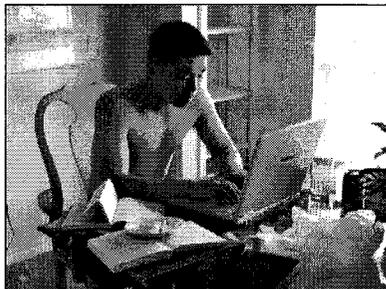
Duty - Honor - Country: West Point at 200 Years --
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Class of 2006 and Beyond

Portable and Wireless

- New classes will be issued Laptop computers along with a PDA
- Upgrades to barracks and Academic buildings are incorporating wireless technology



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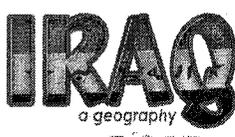
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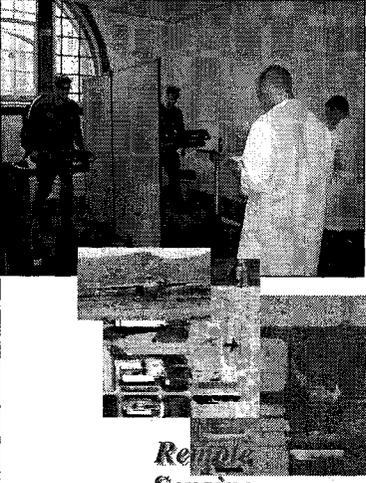



Support to the Army

Afghanistan

a regional geography



Remote Sensing

IRAQ
a geography



Contributions by
 Peter H. Armstrong
 Charles G. Coombs
 James A. G. Jones
 Jeffrey S. R. Gandy
 Brandon K. Lee
 Robert A. Kitchin
 Andrew D. Schaefer
 Richard C. King
 Patrick J. Schuyler
 Jon C. Mallinowski
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Department of Geography
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Faculty Support of Operation Enduring Freedom



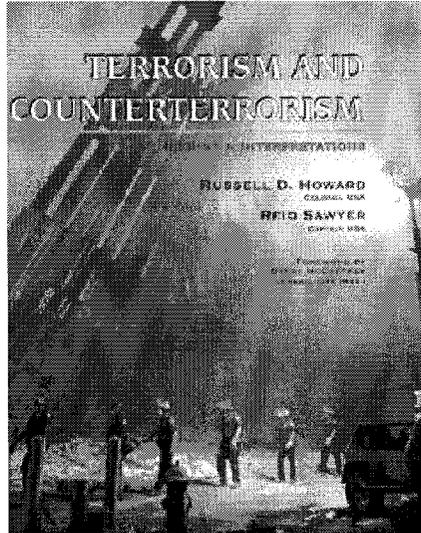
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Faculty Support



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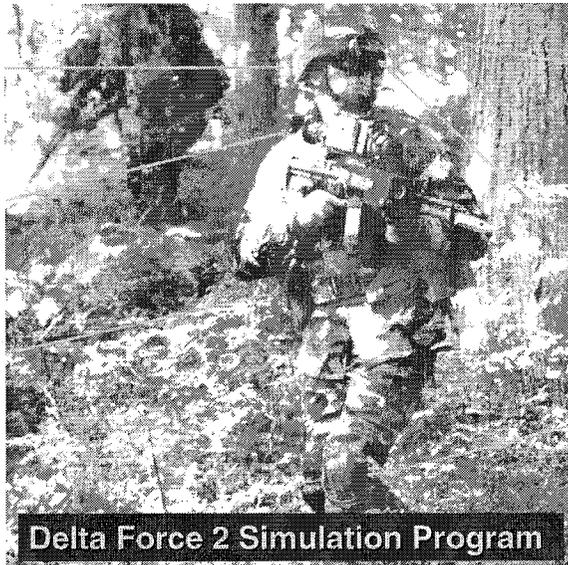
PM Soldier

Network
Modeling

Power
Requirements

Drinking
Water
Treatment

Training
Systems



Delta Force 2 Simulation Program

Land
Navigation

Image
Exploitation

X-country
Mobility

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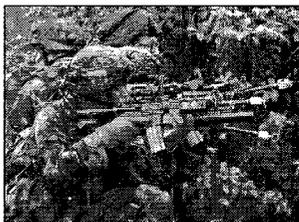
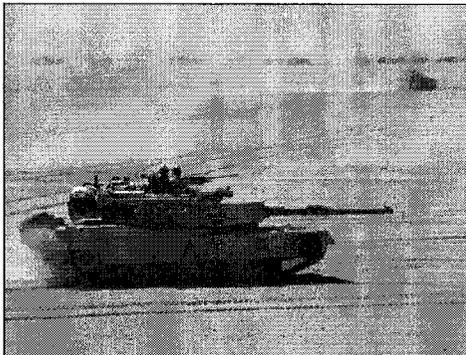


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Army Research Expanding Support to other PMs

- Abrams
- Night Vision
- Small Arms
- Future Combat System



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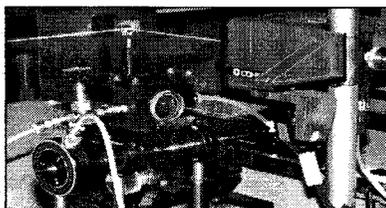
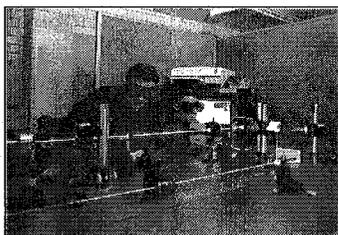
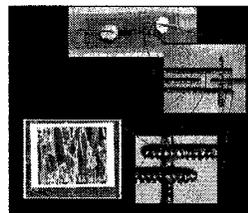


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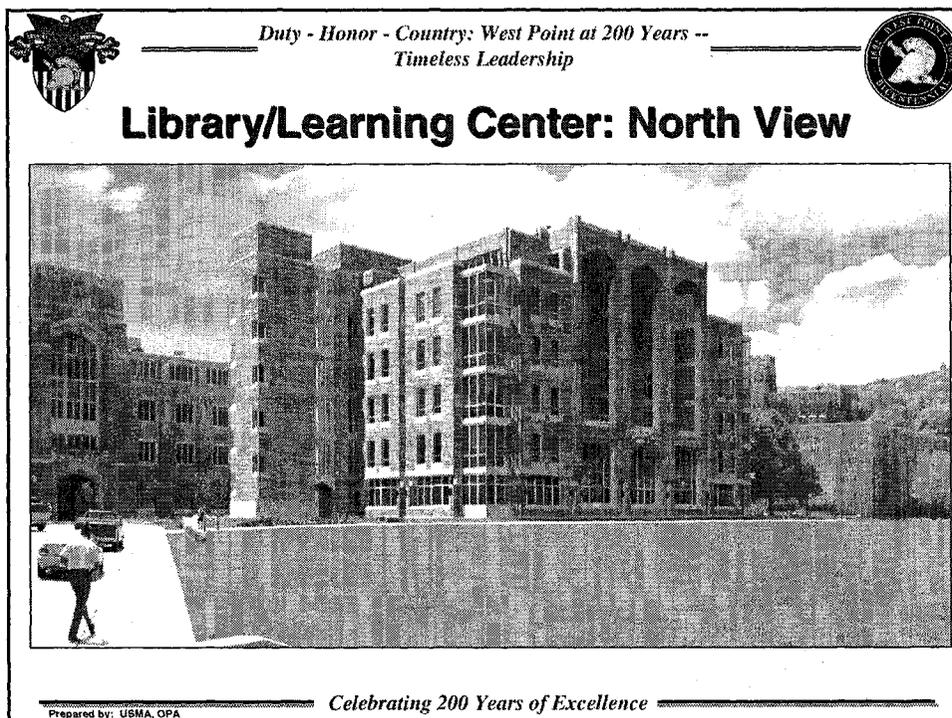
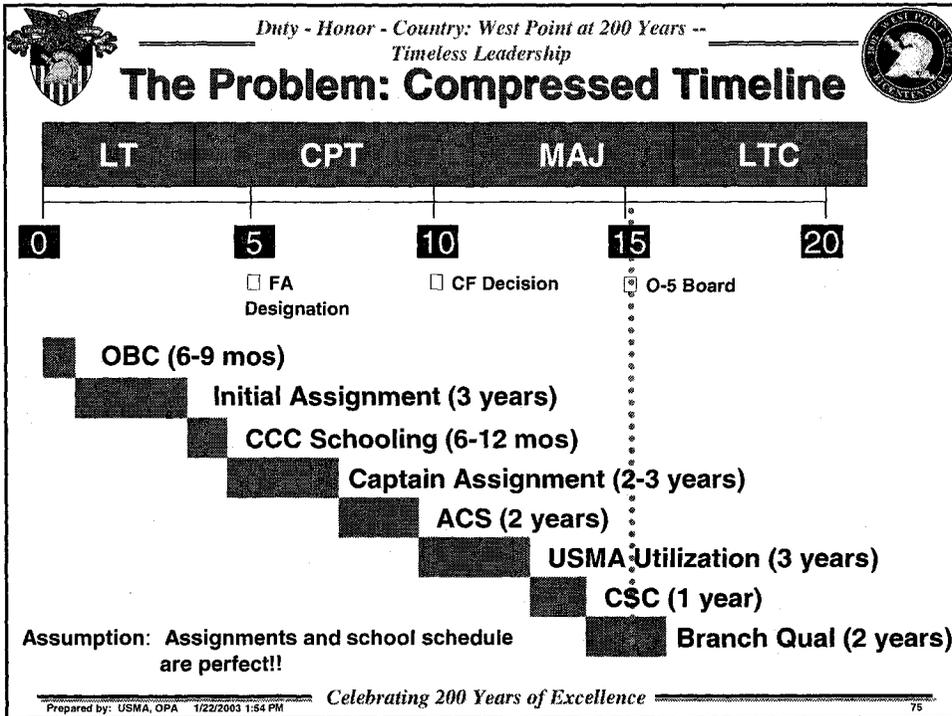
Army Research Systems for the Army of Transformation

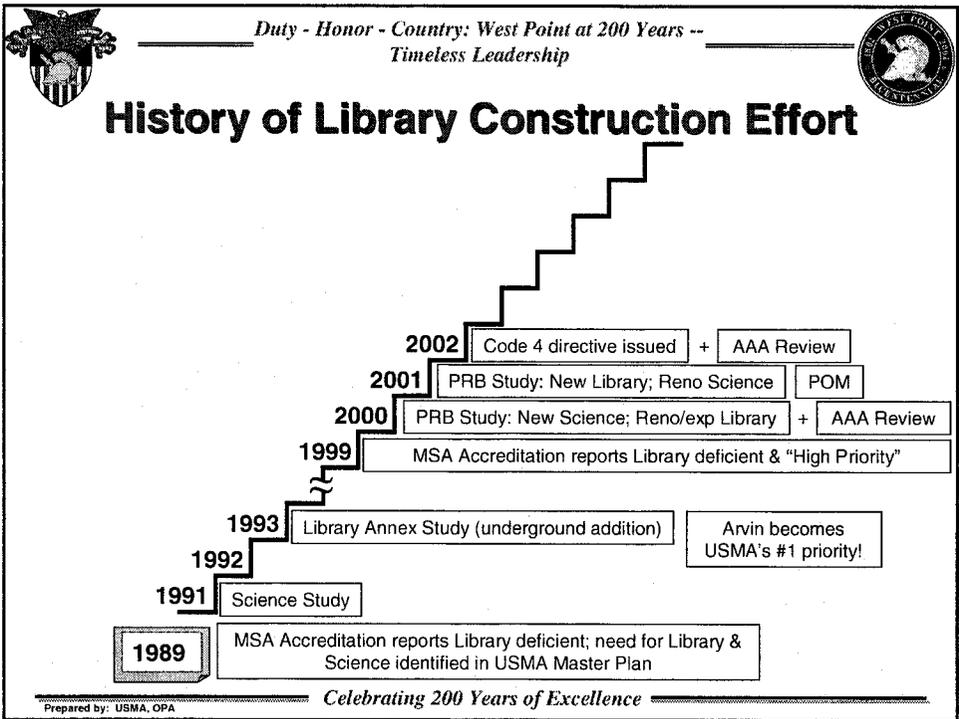
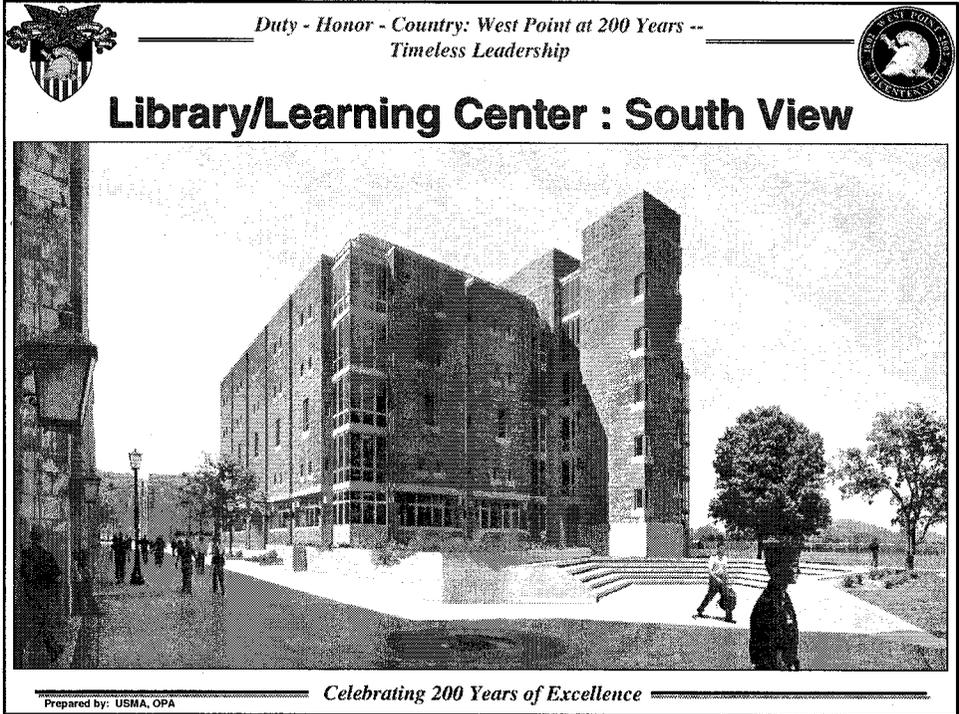
- Biological Contaminants
- Foreign Language Skills
- Battlefield Decision Support
- Leader Development
- Sensors
- Optics
- Mine-Vehicle Interaction
- Smart Pixel Technology



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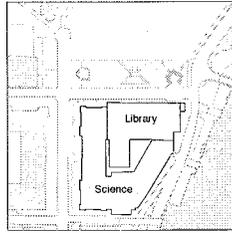




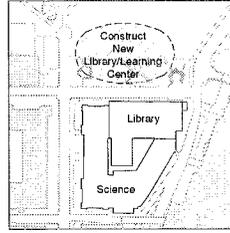
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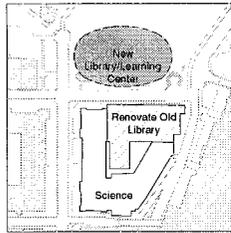
Library/Bartlett Hall Construction Phasing Plan



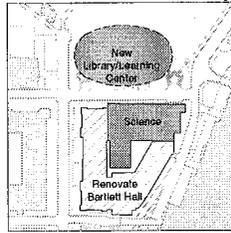
Existing Condition



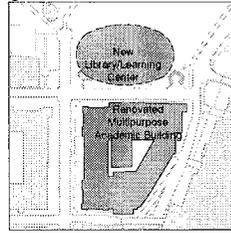
Phase I: Construct New Library/Learning Center



Phase II: Renovate Old Library



Phase III: Renovate Bartlett Hall



Completed Project

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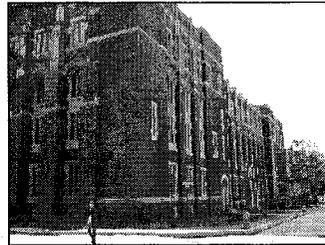


Duty - Honor - Country: West Point at 200 Years --
Timeless Leadership

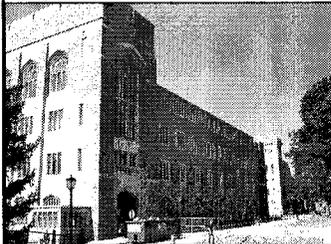


Critical Facilities Modernization

2002 2004
Final Library Design



2004 2006
Library Construction



2007 2008
Bartlett Hall Renovation

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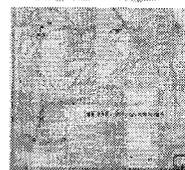
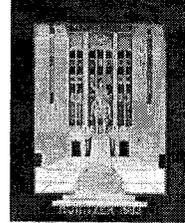


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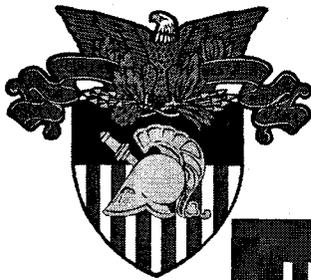
USMA Library Digitization Program

- Technology
 - Server stations and Software on order. Estimated Installation: 30 June
- Projects underway:
 - Photos: Stockbridge, Witteman, Stoddard, Class albums.
 - Publications: 3 Howitzers digitized, Official Register of Officers and Cadets
 - Maps: 19th century US Maps
- Future Projects:
 - Howitzers 1904-1923; Supt Annual Reports
- Group Study Rooms
 - Four rooms planned by June
 - Furniture and IT has been ordered
 - Planned IT includes VTC capability, multi-media workstations, and wireless connection for notebooks.



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USMA ADMISSIONS The Corps Starts Here

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



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Timeless Leadership



DAD Mission

- 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: leaders (20-25%), soldiers (12-15%), athletes (20-25%), scholars (20-25%), minorities (20-25%), and women (10-12%).

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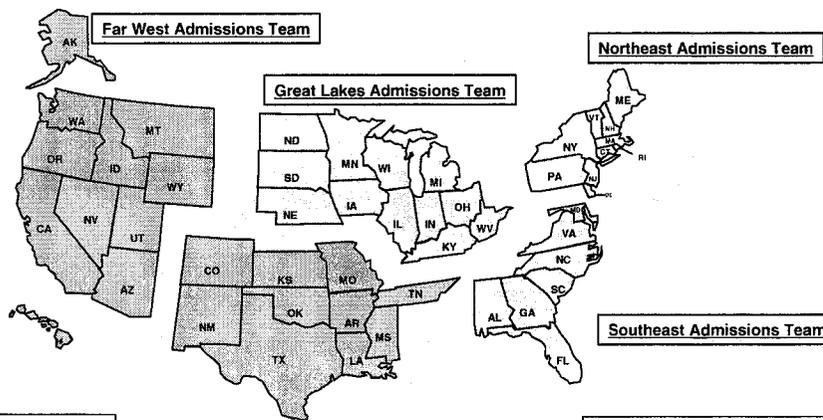
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Admissions Geographic Regions

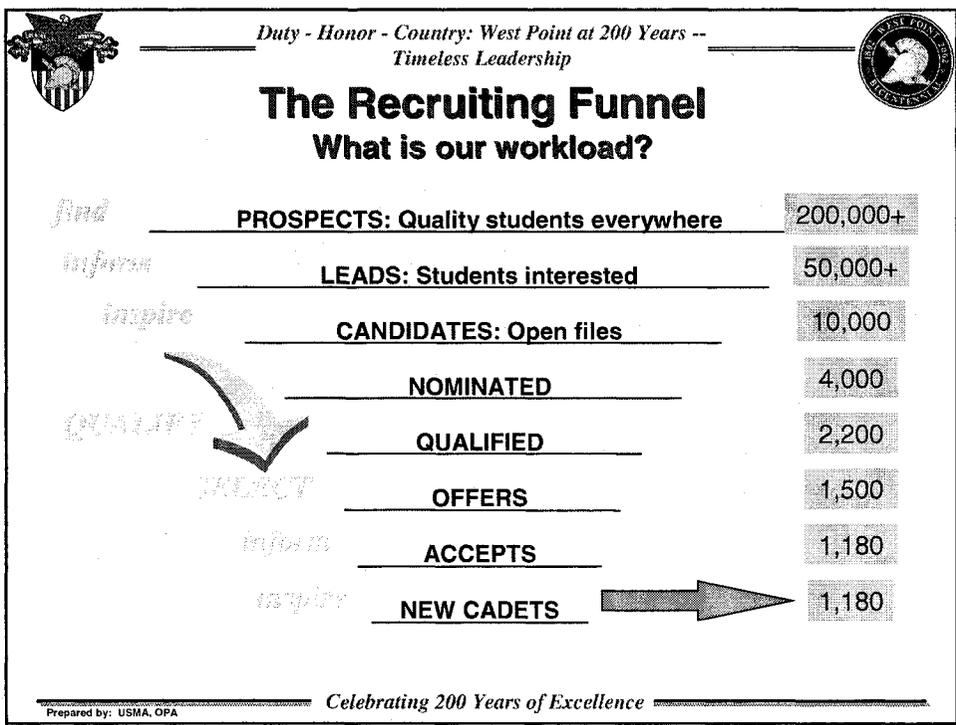
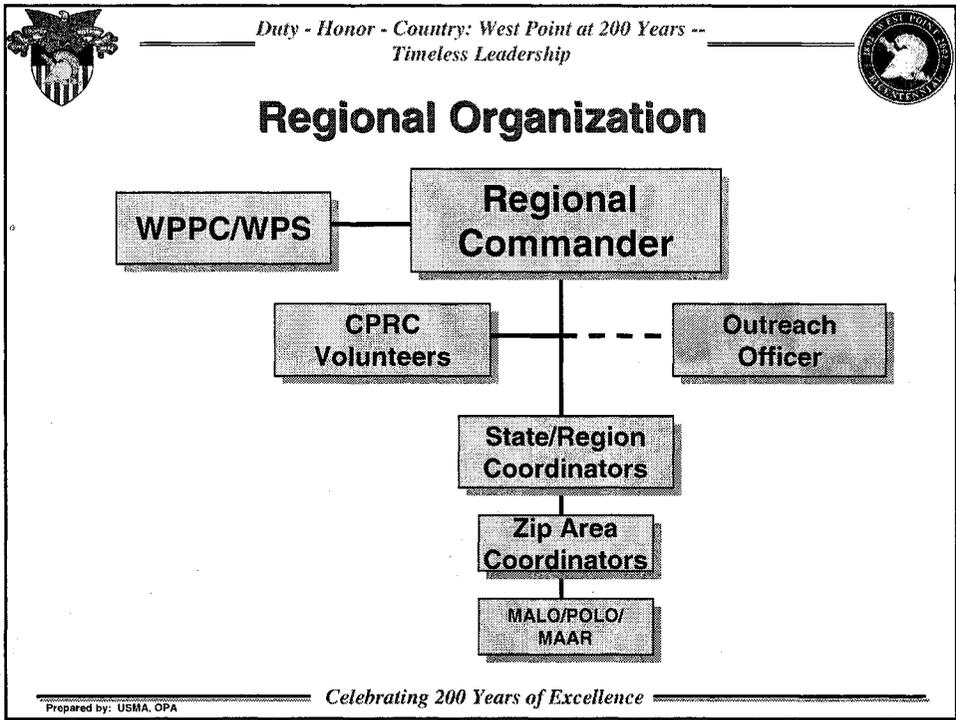


Minority Recruiting
 ODIA & Cong. Liaison
 USMAPS & WPPSP

Each Team:
 1 Officer & 2 Civilians

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Admissions Data Recruiting Funnel in Recent Years

Class	2006	2005	2004	2003	2002
As of	7 May 02	Final	Final	Final	Final
Applicants	10,885	9,895	10,890	11,471	12,442
ODIA Interest*	1,511	1,550	2,942	3,576	3,673
Nominated	3,805	3,761	3,994	3,986	4,243
Qualified	2,092	2,116	2,321	2,160	2,008
Offered	1,388	1,494	1,543	1,483	1,516
Enrolled	1,141	1,189	1,188	1,134	1,246

Bottom Line: ODIA screening better; Non-athlete Files Up

*Mid-Dec each year

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Class Composition Goals

* 7 MAY 02

Categories	Goals	2006 *		CI 2005	CI 2004	CI 2003	CI 2002
		<u>Accepts</u>		<u>Accepts</u>	<u>Accepts</u>	<u>Accepts</u>	<u>Accepts</u>
Leaders	20-25%	325	28%	288	291	254	286
Soldiers	12-15%	201	17%	228	234	203	212
Athletes	20-25%	201	17%	226	241	220	279
Scholars	20-25%	264	22%	238	226	264	260
African Americans	10-12%	73	6%	100	103	92	113
Hispanics	5-7 %	77	7%	71	92	99	55
Other Minorities	4-6%	110	9%	110	90	101	103
Women	10-15%	192	16%	192	195	189	192

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What's Different This Year

- 9/11
- Significant decrease in African-American applicants at all Service Academies
- Significant decrease in Regular Army applicants
 - Wanting to serve in wartime role, especially Rangers
- 9/11 postal turbulence slowed cycle by three weeks, especially nomination process
- Offer yield is up significantly, approaching 85%, an incredible record if it holds
- Presidential Nominations for dependents of Reserve Component service members (103/22)
- ROTC 4 year scholarship opportunities
- Bicentennial

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USMAPS Mission

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

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USMAPS Update

- Smaller USMAPS class this summer due to barracks renovation, class size 220 vice 240
 - Same for next cycle
- African Americans accepting USMAPS is very small this year
 - 19 vice 35 last year
- Regular Army soldiers accepting USMAPS is smaller
 - 35 vice 57 last year
- Hispanics accepting USMAPS is up
 - 32 vice 23 last year

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West Point Preparatory Scholarship Program (WPPSP) Purpose

Provide partial scholarships for one year of post-secondary school education at junior military colleges or preparatory schools for carefully selected and highly motivated young people seeking admission to the United States Military Academy.

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WPPSP

- Program has decreased in size from 50-60 to less than 40
- For USMA 2007
 - 28 scholar/leaders have accepted offers (3 pending)
 - 2 recruited athletes have accepted offers (5 pending)
- Will approach AOG committee to increase funding for scholar/leader scholarships if the program remains at this size
- Smaller size allows more direct entry candidates from the National Waiting List



Class Profiles Consistency of Quality Over Time

	<u>CI 2001</u>	<u>CI 1981</u>	<u>CI 1971</u>
Top 20% of High School Class	76%	73%	77%
Valedictorians	7%	6%	6%
Boys/Girls State	17%	21%	31%
Eagle/Gold Award Awardees	13%	15%	27%
Scouting Participants	45%	55%	62%
Team Captain	62%	44%	52%
Varsity Letter Winners	88%	83%	66%
Mean SAT	V 620 M 644	V 610* M 630	V 630* M 650
Graduation Rate	79%	65%	69%

* SAT scores recentered to new standard for comparison purposes

Class quality remains constant in both short and long term.



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Educator Visits

- 3 Visits from Educators throughout the Nation
- Approximately 40 Educators per Visit

Congressional Staff Visit

- 1 Congressional Staff Visit – Approximately 40

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ROTC Cooperation

- Admissions materials stress ROTC opportunity
 - Candidate Questionnaire – ROTC option
 - USMA non-select letters highlight ROTC option
 - ROTC invited to participate in all Admissions events
 - Mailback card in admissions kit for ROTC information
 - Data transfers to Cadet Command
- Goal: Embed ROTC option in all USMA materials/events as an alternate path to Army officership

Bottom Line: Good for the Army

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Minority Recruiting Programs

- Project Outreach
- Minority Outreach Committee (AOG)
- Faculty Volunteer Outreach
- Minority Participation in CPRC
- Cadet Calling Program
- Visitation Program
- Congressional Black & Hispanic Caucuses

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USMA Minority Visit Program

- Funds provided by AOG; Arrangements made by DAD
- 6 Weekend Visits: September through April
- 69 Invites sent, 48 Candidates accepted invitation
- 46/48 Candidates Offered Admission
- 38/46 Accepted (**83% Yield**)

Bottom Line: Success Story

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USMAPS Minority Visit Program

- Conducted 1 visit last cycle, plan 2 visits for next cycle
- Invited 15 candidates - 13 candidates accepted visit offer
- 13 of the 13 were offered USMAPS admission; 11 have accepted
- This program bridges the USMAPS-USMA experience for candidates



New Initiatives

- Two New Films By Next Summer
 - Leaders for a Lifetime – 100% update; will be released immediately after graduation, 2002; 13-15 minutes
 - USMAPS video; 7-9 minutes
- Field Force focus
 - Bring MALO force back to strength
 - Establish a viable field SOP that uses the strength of automation and internet
- Work closely with members of Congress in expanding nominated candidate pool
 - Use the redistricting opportunity this year to triple team this effort with USNA and USAFA
- Background check before R-Day
- Parent's Club candidate release form



DAD Goal

Increase quantity and quality of candidate pool

- Only one strategy available to accomplish this at any level of planning and execution
- Strategy revolves around single concept of **increasing potential candidate awareness of the USMA and Army officer opportunity**
- Execution of the **strategy** will require interesting, imaginative, provocative, compelling **information** from many sources
- **Information** must motivate **eligible** candidate to make an informed decision to **open a candidate file** and seek a nomination at the appropriate time as they examine college and career opportunities



Strategy

- **Increased awareness** that leads to **increased candidate interest** can only come from a continuous, aggressive, and highly visible **marketing campaign** that strikes from many angles
- Very **dependent on resources** in terms of outsourcing or standing up new manpower positions and significant budgeting for **marketing, printing, mailing, and videography/automation**



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Admissions Snapshot

Class As Of:	2006 May 10, 2001	2007 May 7, 2002
Total	3921	4485
Men	2897	3471
Women	1020	1006
Active ODIA Int	552	221
Minority (B)(H)	1069(349)(185)	1109(317)(218)

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West Point

We're About. . .

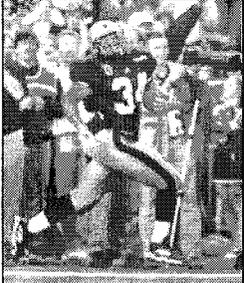
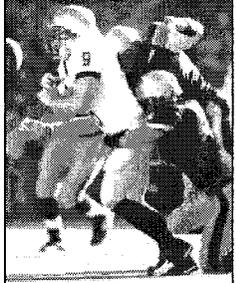
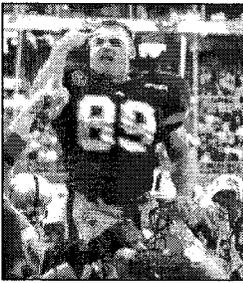
- **Officership:** the special privilege of a commission
- **Leadership:** motivating, inspiring, training your soldiers to win the nation's wars
- **Selfless-service:** without question or complaint, by personal example

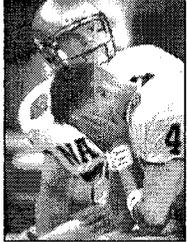
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The Army Equation


+

+


=


**GO ARMY!
BEAT NAVY!
BEAT AIR FORCE!**



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**What We Need from BOV:
A Review and Summary**

- Support in protecting solid, sustained long term investment of the POM.
- Support for USMA Master Plan:
 - Understanding need for new Library and housing renovations; Bartlett Hall and Cadet Barracks to follow.

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Important Dates

- Proposed Summer Training Visit Dates
 - 23-25 July 2002
 - 12-13 August 2002

- BOV Fall Annual Meeting
 - 8 November 2002: Meeting
 - 9 November 2002: Army vs. Air Force Football Game

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BACKUP SLIDES

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Cadet Disability Background

- Cadets are on active duty and are considered veterans under federal law [38 U.S.C. § 101 (3) and (21)].
- Pursuant to section 1710, they are entitled to VA medical care and hospitalization, on a priority basis, for service-connected disabilities incurred or aggravated in line of duty while a cadet.
- Cadets are not currently entitled to receive Army disability benefits under 10 U.S.C. §1201 et seq..

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Cadet Disability Background (cont.)

- **Critical analysis for DA disability retirement benefits:** Did injury occur when the soldier was entitled to and receiving basic pay?
- 10 U.S.C. § 1201 limits eligibility for disability benefits to those persons injured “while receiving basic pay.”
- Cadet pay does not constitute “basic pay.”



Office of Economic & Manpower Analysis

Department of Social Sciences, United States Military Academy

Officer Continuations Update As of 31 July 01

Prepared by
LTC Casey Wardynski

29 August 2001

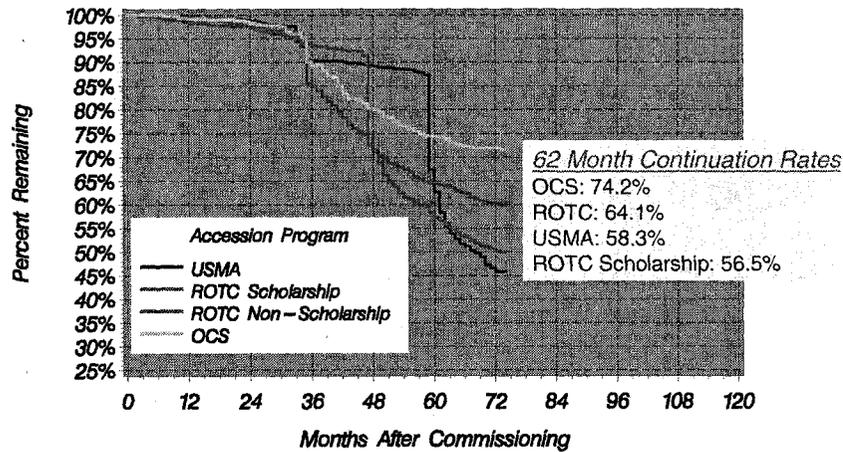


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Last Spring, Only 58.4% of Year Group 95 USMA Graduates
Remained on Active Duty Through 62 Months of Service

Competitive Category Officers Continuations
Percent Continuing in Year Group 1995 by Accession Program
As of 31 July 2001



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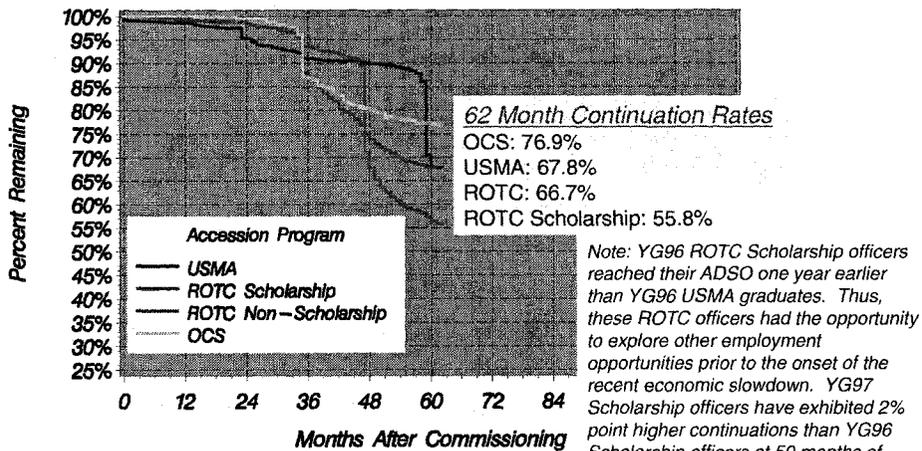


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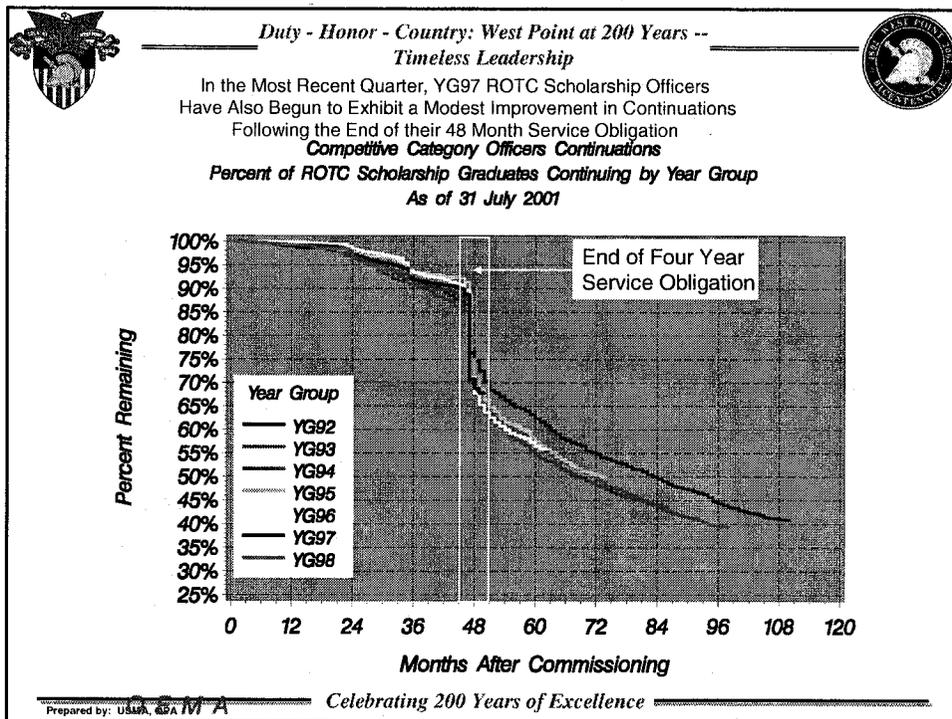
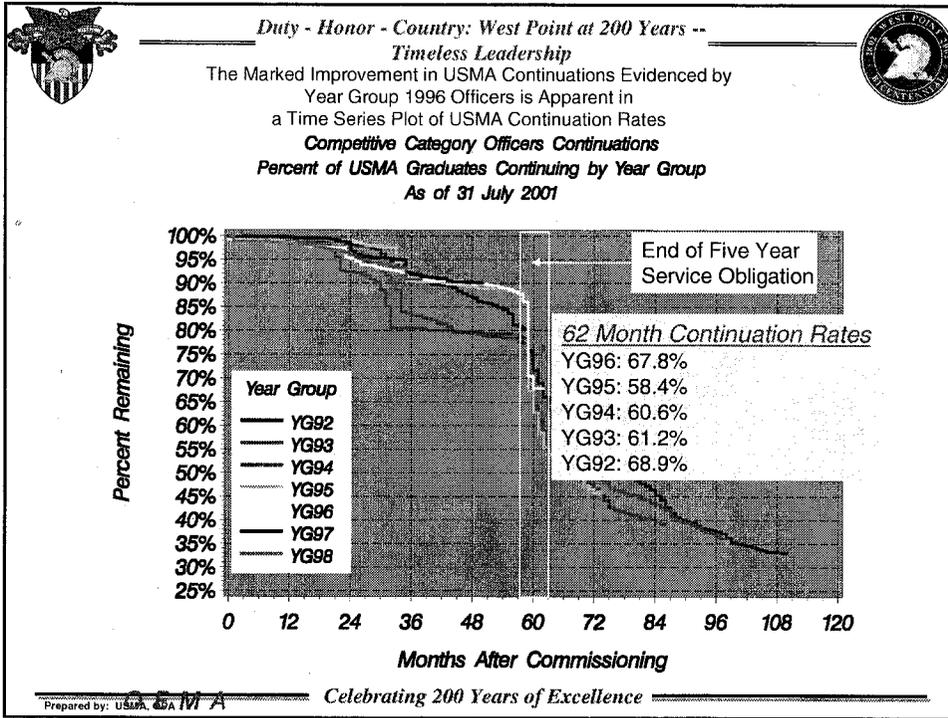
This Spring, Year Group 1996 USMA Graduates Completed their Five Year Service
Obligation. These Officers Are Now Exhibiting Much Higher Continuation Rates than
Recent Past Classes at 62 Months of Service

Competitive Category Officers Continuations
Percent Continuing in Year Group 1996 by Accession Program
As of 31 July 2001



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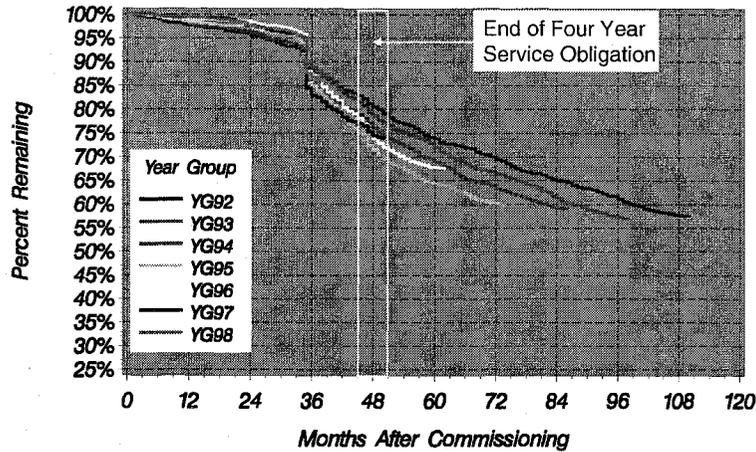


*Duty - Honor - Country: West Point at 200 Years --
Timeless Leadership*



As Connoted by the Flattening Tails of Year Group Continuation Curves, ROTC Non-Scholarship Officers in all Recent Year Groups Began to Exhibit a Modest Improvement in Continuations in the Past Several Months

Competitive Category Officers Continuations
Percent of ROTC Non-Scholarship Graduates Continuing by Year Group
As of 31 July 2001



Prepared by: USMA, 65A IV A

Celebrating 200 Years of Excellence

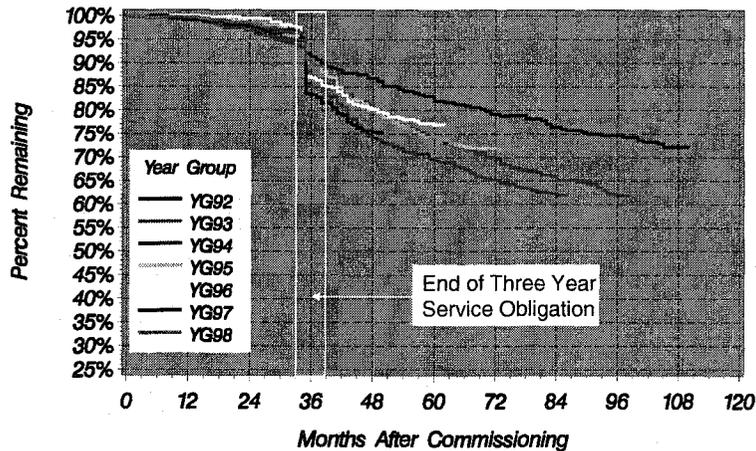


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During the Past Three Months, Continuation Rates Among Recent OCS Cohorts Have Appreciably Improved as Evidenced by the Zero-Slope Tails of Year Group Continuation Curves

Competitive Category Officers Continuations
Percent of OCS Graduates Continuing by Year Group
As of 31 July 2001



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Observations

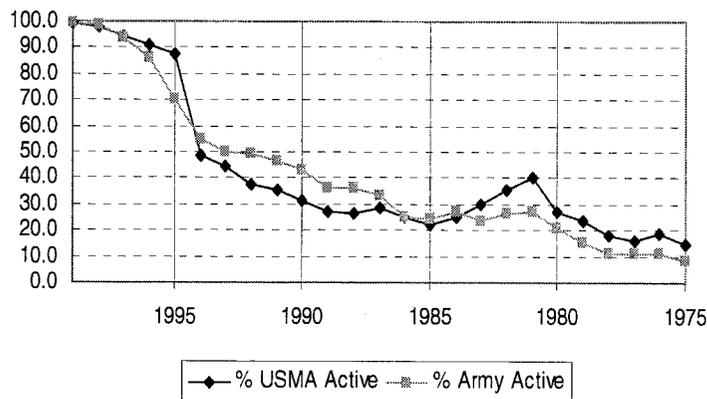
- The Rate of Junior Officer Losses Has Slowed Dramatically in the last Two to Three Months.
- USMA Graduates Recently Completing their Initial Service Obligation Now Exhibit the Greatest Improvement in Continuations as Compared with Previous USMA Cohorts.
- The Temporal Alignment of the Improvement in Junior Officer Continuations and the Deteriorating Macroeconomic Situation Suggests that this Salutary Shift in Continuations is Largely Due to Cyclical Economic Factors Rather than a Positive Secular Shift in Officer Behavior.
- The Relatively Dramatic Improvement in Continuations Among YG96 USMA Graduates as Compared with Officers from Other Sources, Who Recently Completed their Initial Service Obligations, May Indicate a Relatively High Degree of Risk Aversion Among USMA Graduates.

Prepared by: USMA, OPA

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Basic Branches Continuation Rates Year Groups 75-99 (as of 31 MAR 00)



Prepared by: USMA, OPA

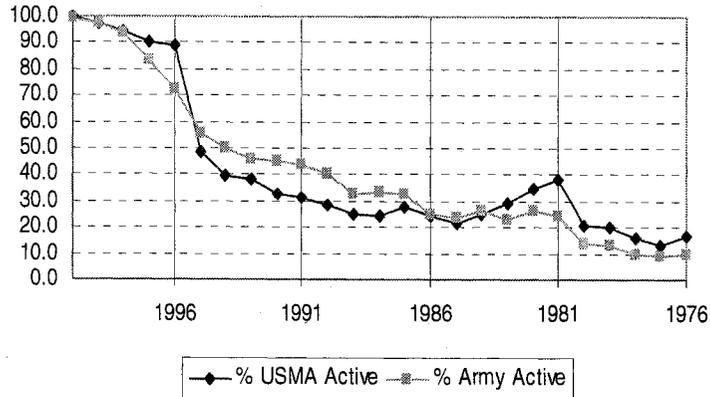
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Basic Branches Continuation Rates Year Groups 76-00 (as of MAR 01)



Prepared by: USMA, OPA

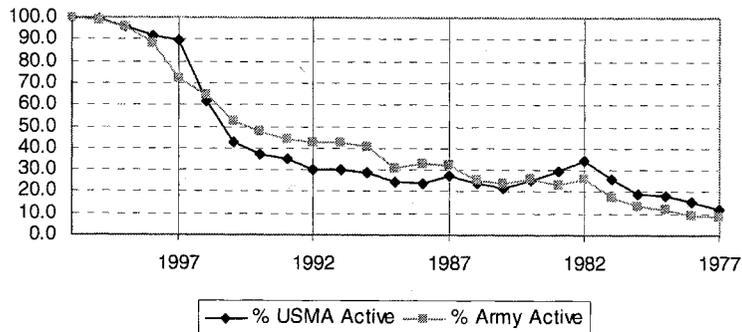
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Basic Branches Continuation Rates Year Groups 77-01 (as of 30 SEP 01)



Prepared by: USMA, OPA

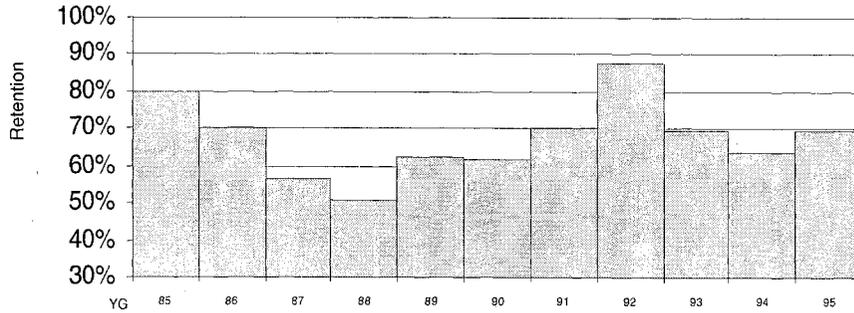
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USMA African-American 5 Year Retention



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

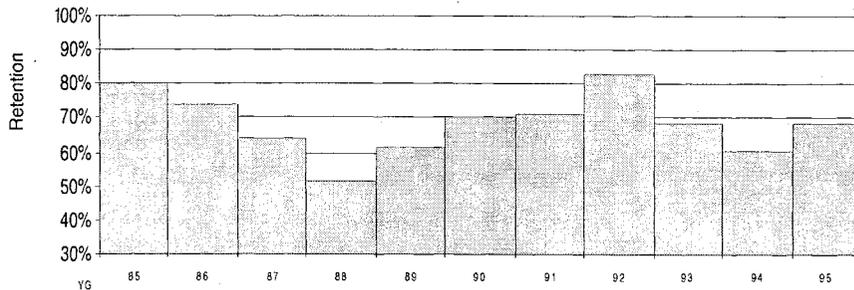
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USMA All Minority 5 Year Retention



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

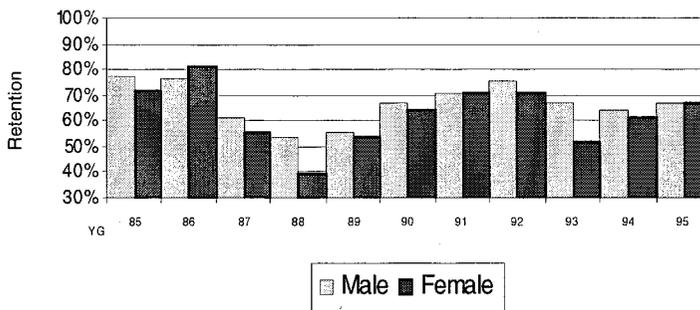
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USMA Male/Female 5 Year Retention



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

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USMA Quality of Life Research Efforts Conducted and Planned

SURVEY TYPE	TARGET GROUP	LAST	NEXT
Military Equal Opportunity Climate	Plebes-Cows	NOV 01	NOV 02
Quality of Life	All Cadets		AUG 02
Command Climate	ODEAN Staff & Faculty	Spring 01	Spring 02
Command Climate	Various USMA Agencies	1998-2001	
Command Climate	All Military & Civilian Employees		OCT 02
DA Survey of Civilian Workforce	Civilian Employees	2001	
Gender Climate	Sample of USMA Staff & Faculty	1998	

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Nomination Authorities With No Candidates Nominated Class of 2006

- AL07 Honorable Earl F. Hilliard *2
- CA33 Honorable Lucille Roybal-Allard **2
- FL23 Honorable Alcee L. Hastings *
- IL01 Honorable Bobby L. Rush *
- MI14 Honorable John Conyers *
- NC01 Honorable Eva Clayton *
- NJ10 Honorable Donald Payne *2
- NY11 Honorable Major R. Owens *
- NY14 Honorable Carolyn B. Maloney
- SC01 Honorable Henry Brown
- TX29 Honorable Gene Green
- NY10 Honorable Edolphus Towns *

*CBC
 ** CHC
 2=2 Years No Nom

Bottom Line: Progress

18 Last Year
12 This Year

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Intermediate Level Education

**Perception: assignment to
USMA damages careers!!**

The Impact:

- Puts our Officers on staff and faculty at risk
- Harder to attract and maintain quality officers
- Harder to manage career timelines

The Solution:

- Universal MEL 4
- ILE = Common Core and Specific CF/BR/FA education
- All Officers complete ILE before LTC promotion board
- All ILE opportunities are equal -- and includes Operations Career Field:
 - Residence = Correspondence = Distributed Classrooms = Extended Campus

Prepared by: USMA, OPA

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**SUMMARIZED MINUTES
BOARD OF VISITORS FALL MEETING
NOVEMBER 8, 2002
WEST POINT, NY**

1. MEETING CONVENED. The Fall Meeting of the 2002 United States Military Academy Board of Visitors was called to order by Senator Jack Reed, Chairperson, at 3:20 p.m., on November 8, 2002 in the Superintendent's Conference Room, Taylor Hall, West Point, New York. Prior to the meeting beginning, the USMA Adjutant General officially swore in four Presidential appointees to the Board of Visitors.

2. ADMINISTRATIVE REMARKS. The Executive Secretary, Lieutenant Colonel Edward C. Clarke, announced for the record those Board Members present at the meeting.

- a. Members present were:
 - Senator Rick Santorum
 - Senator Jack Reed
 - Congressman Charles Taylor
 - Congresswoman Sue Kelly
 - Congresswoman Ellen Tauscher
 - Ms. Robin Umberg
 - RADM (R) Marsha Evans
 - BG (R) Gilbert Baca
 - Speaker David Wilkins
 - Dr. Charles Younger

- b. Also present were:

Honorable Reginald Brown, Assistant Secretary of the Army for Manpower and Reserve Affairs (representing the Secretary of the Army)

Honorable Michael Dominguez, Assistant Secretary of the Air Force for Manpower and Reserve Affairs

Lieutenant General William J. Lennox, Jr. Superintendent, USMA

CSM Mary Sutherland, USMA CSM

Brigadier General Leo Brooks, Commandant, United States Corps of Cadets, USMA

Brigadier General Daniel Kaufman, Dean of the Academic Board, USMA

Brigadier General Guy C. Swan, III, Chief Office of the Congressional Liaison

Mr. Joel B. Hudson, Administrative Assistant to the Secretary of the Army

Ms. Rebecca Contreras, Associate Director of Presidential Personnel

Colonel (Retired) John Calabro, Vice President for Alumni Affairs for the Association of Graduates

Colonel Gregory Dyson, Chief of Staff, USMA

Colonel Michael Jones, Director of Admissions, USMA

Colonel Michael Anderson, Commandant of the United States Military Academy
Preparatory School

Colonel James Gerstenlauer, Staff Judge Advocate, USMA

Colonel Thomas Weafer, Director, Office of Policy, Planning, and Analysis,
USMA

Colonel John Schorsch, Chief, Senate Liaison Division, Army Congressional
Liaison

Colonel Michael DeYoung, Chief, House Liaison Division, Army Congressional
Liaison

Lieutenant Colonel Michael Beans, USMA Personnel Integrator, G1

Lieutenant Colonel Steven Aplan, Military Assistant to Mr. Brown

Lieutenant Colonel Edward Clarke, Executive Secretary of the Board of Visitors

Lieutenant Colonel Todd Browne, Director of Academy Advancement/Alumni

Affairs

Lieutenant Colonel William Latham, Speechwriter, USMA

Major Charles Krumwiede, Superintendent's Aide-de-Camp, USMA

Major Edward Mattison, Instructor, USMA Escort Officer

Ms. Bobbie Ryan, Director, Information & Educational Technology Division,

USMA

Ms. Elizabeth King, Legislative Assistant to Senator Jack Reed

Ms. Anne LeMay, Senior Advisor for Foreign Affairs for Congressman McHugh

Ms. Dianne Miller, Senior Advisor for Congressman Hinchey

Mr. Wayne Hall, Reporter for the *Times Herald Record*, Middletown, NY

Mrs. Tonia Crowley, Administrative Assistant to the Board of Visitors

Ms. Jennifer Pagio, Protocol Assistant to the Board of Visitors

Mr. Barry Breckinridge, Broadcast Equipment Operator, Directorate of

Information Management, USMA

Mr. Brian Grison, Broadcast Equipment Operator, Directorate of Information
Management, USMA

c. Lieutenant Colonel Clarke advised the Board that a quorum was present as required by the Rules of the Board. He reviewed the topics on the agenda and noted supporting materials were provided to each member.

3. CHAIRMAN'S REMARKS. Senator Reed opened the meeting by thanking everyone for attending and for their service on the Board. Senator Reed recognized Ms. Jennifer Pagio, BOV Administrative Assistant for USMA, for her service to the Board of Visitors. Ms. Pagio will be departing her position in December to relocate to Royal Air Force (RAF) Molesworth, England.

4. APPROVAL OF SPRING MEETING SUMMARIZED MINUTES. Senator Reed motioned for the Board to vote on approval of the Spring Meeting Minutes. The Board unanimously approved the minutes for submission and inclusion into the 2002 Annual Report.

5. REVIEW OF THE ANNUAL REPORT. Senator Reed opened the floor for a discussion on the 2002 Annual Report. The Annual Report was approved without modification for preparation and submission into the 2002 Annual Report. The report will be submitted to the President of the United States within 60 days after the conclusion of the Fall Annual visit. Board members present at this meeting signed the Annual Report prior to departure.

6. REMARKS BY THE SECRETARY OF THE ARMY. Mr. Reginald Brown, Assistant to the Secretary of the Army for Reserve and Manpower Affairs, began his remarks by extending Secretary of the Army White's appreciation to the Board for their hard work on behalf of the Military Academy. He expressed the desire of the Secretary of the Army to attend this meeting; however, due to his schedule he was unable to attend. In closing, Mr. Brown discussed the importance of the Board's role in supporting the United States Military Academy.

7. SUPERINTENDENT'S INTRODUCTORY REMARKS. Senator Reed thanked Mr. Brown for his remarks and then recognized Lieutenant General Lennox, the Superintendent of the Academy. The Superintendent discussed the briefing agenda for the meeting.

8. SUPERINTENDENT'S UPDATE.

a. **INITIAL HIGHLIGHTS.** LTG Lennox provided an update on the Academy and focused on the academic, military, ethical, and athletic accomplishments and objectives. He reported the Alumni and the Department of the Army have continued to assist with funding for the Academy. Every year USMA provides one quarter of the Army's officers (lieutenants). Additionally, USMA also returns 100 educated majors and captains into the Army upon completion of their advanced degree and instructor tour at USMA. Currently, the USMA staff is working with the Army on over 300 projects. The Superintendent mentioned summer highlights that included successful completion of graduation and R-day for the Class of 2006, Academic Individual Advanced Development (sent 501 cadets to 37 countries), Military Individual Advanced Development Programs, Cadet Field Training, and Cadet Basic Training summer programs. The Class of 2006 is the first class entering the Academy in wartime conditions since the Vietnam War. He discussed the Chief of Staff of the Army's and the Command Sergeant Major of the Army's visit to the Thayer Award Ceremony where the Academy recognized the American Soldier. Additionally, he reported the Secretary of the Army's Cadet Field Training visit this summer went well.

LTG Lennox stated 942 USMA cadets participated in the Cadet Advanced Training for juniors and seniors. This program provided cadets the opportunity to work in positions in the Army during the summer. Additionally, the Academy sent cadets to several military development schools such as the Army Divers Course, Airborne and Air Assault schools.

He briefly discussed the composition of the Class of 2006. This class' average SAT score was 1,275, ten points higher than the overall average for USMA SAT scores. Seventy-five percent of the Class of 2006 ranked in the top 20 percent of their high school class.

b. **CADET DISABILITY.** The Superintendent provided an update on the cadet disability status. Currently, cadets who experience injuries at the Academy are not provided the same financial reimbursement or medical assistance/services as an active duty soldier upon leaving the Academy. The Department of Defense has the responsibility of reviewing this process. BG (R) Cuthbert has been tasked to lead an investigation into this process and will provide recommendations to Congress this spring.

c. **QUALITY OF LIFE.** LTG Lennox introduced Captain Mary Lou Hall, Chief of Institutional Research and Analysis Branch in the USMA Office of Policy, Planning, and Analysis (OPA). She provided an update on the Quality of Life Survey results. CPT Hall stated the survey instrument was developed from focus group input provided by USMA cadets and Tactical Officers and Noncommissioned Officers (NCOs). The survey was administered to 2,954 members of the upper three classes during USMA Reorganization Week in August 2002. She reported cadets are most satisfied with religious activities including availability of counseling and access to denomination preferences. CPT Hall reported the overall satisfaction of cadets to the services offered at the Academy was remarkable. Cadets are also very satisfied with dental and medical care.

CPT Hall reported the areas of concern for the cadets and the Academy's responses to these areas. Cadets indicated dissatisfaction with the current Arvin Physical Development Center (PDC). The Academy has received public funding for Arvin PDC construction, and renovations that should be completed in spring 2005. Upon completion, the new Arvin PDC will provide new weight rooms and sports facilities for cadets. Additionally as a solution to the current overcrowding problem in Arvin, the Academy will offer satellite weight rooms in the cadet barracks. Cadets also reported dissatisfaction with the Laundry and Dry Cleaning services. As a result, the Academy's chain of command is becoming more involved in the process by increasing awareness on how to properly use the laundry service since it was determined that cadets were not properly packing their laundry bags. The Laundry and Dry Cleaning contractor has also agreed to increase the frequency of laundry pick-ups and will improve the self-service laundry facilities.

Cadets additionally reported dissatisfaction with the customer service offered by the Barber Shop. The Director of Logistics ensures that supervisors will take a more active role in managing barbers' breaks and counsel staff on improving customer service for cadets. Additionally, a web-based appointment system will be developed. Furthermore, cadets experienced dissatisfaction with the fees the Cadet Bank charged to their accounts for services and issue items. The USMA Command reviewed the comments and reported the fees are low compared to other universities. The solution is to manage cadet perceptions and ensure they read the USCC cadet budget and their statements in order to have a better understanding of the charges.

Cadets voiced a desire to increase opportunities for military training throughout the academic year. CPT Hall reported the Superintendent is in the process of integrating military science into the academic year beginning next fall. The Academy will continue to offer military clubs. Additionally, the Academy offers a balance between academic and military training throughout the year.

Dissatisfaction with the Cadet Mess Hall included comments about the poor quality of food, food repetitiveness, and lack of healthy meal options. As a result, the Cadet Mess Hall staff, assisted by the new USCC dietitian, will provide menu changes through the use of web surveys and taste testing by cadets. Finally, the Quarterly Mess Hall Council, chaired by cadets, will continue to assess the progress. The Superintendent reported the Academy would address increasing funding for the cadet mess programs.

Cadets reported the lack of fairness in the intramural programs' grading system and were dissatisfied with forced participation to fill these programs. The Academy will re-examine the balance of competitive clubs and intramural participation and has already changed the intramural grading system.

CPT Hall reported the results of human dignity items such as sexual assault. The results focused exclusively on women's responses on their entire experience at West Point. Cadets do know the proper agencies for reporting incidents; however, cadets are more likely to discuss these incidents with their peers. The Academy has compared results to other educational institutions and reported women at USMA are significantly safer than at other colleges and universities. Last spring, the Superintendent established the Cadet Health and Wellness Committee whose purpose is to assist with issues of confidentiality, proper notification procedures, and assess care needed as a result of these incidents.

This Quality of Life Survey indicated that many sexual assault incidents were not officially reported due to lack of confidentiality or the lack of perceived seriousness of the incident. The Academy leadership reported that alcohol was likely associated with the majority of these incidents. Currently, the Department of Physical Education is offering a Wellness Class that focuses on the topic of "Binge Drinking." The Superintendent suggested the Academy should educate cadets in correct reporting procedures of assault incidents. Congresswomen Kelly and Tauscher suggested considering the establishment of a confidential hotline for reporting incidents. Additionally, Congresswoman Kelly was concerned about depression among cadets and incorporating this issue in the Wellness Class. The Commandant mentioned that USMA chaplains address depression at the onset of Cadet Basic Training and faculty transferred this topic into the regular academic year.

The Superintendent reported the Quality of Life Survey was a great tool and the Academy will continue to build on this survey making improvements to the instrument. Additionally, he mentioned the Health and Wellness Committee would study the issue of confidentiality of reporting to the cadet counselors and make recommendations to the

Superintendent. Senator Reed suggested possibly surveying the counselors and health providers to determine the number of reported incidents to check the accuracy of the reporting and compare these results to the cadets' reports.

d. **DEPARTMENT OF THE ARMY ISSUES.** The Superintendent discussed resources and funding. The Academy has received the initial funding letter from the Department of the Army. He reported the Academy is short \$27 million for unfunded requirements (UFRs). Program shortages include funding for personnel, security provided by National Guard soldiers, and the military science curriculum. The Superintendent indicated Army leadership supportiveness in the Program Objective Memorandum (POM) for the competitive sustainment level bridging the gap of funding over the last three years. He informed the Board of the new Transformation Installation Management (TIM) regional program located at Fort Monroe, Virginia. The purpose the TIM is to monitor base operations and sustain funding for quality of life programs. The establishment of TIM moves the layer of funding from the major command to a separate funding organization.

LTG Lennox reported on new military construction projects such as the Library (FY 05, 06), Community Activities Center (FY 06), Ammunition Supply Point movement (FY 07) and the Science Center (FY 07, 08). The design for the Library is 35 percent complete and on schedule and USMA anticipates an award of funding in FY 04. The Superintendent indicated USMA has the smallest library in the Patriot League, originally built to accommodate 2,600 cadets. The library needs to be updated to adequately meet the needs of the Corps of 4,000 cadets. The new library will allow for an increase of the library collection, provide additional programs, and new technology. The Superintendent reported the library collection and program growth has displaced cadet reading and study areas. Further, LTG Lennox indicated the Bartlett Hall Science facility, built in 1914, is unable to provide adequate lab space for new technology.

LTG Lennox discussed facilities and renovations in progress now. He reported that three of the six wings of the cadet mess in Washington Hall have been renovated. The Mahan Hall renovation project, housing the engineering program, will be completed next summer: the renovations consist of repairing the structural deficiencies in the building and upgrading the engineering laboratories. The Women's NCAA Softball Field, located by the Hudson River, is completed; this field allows USMA to meet the Title IX requirement. Arvin CPDC construction will begin shortly with an anticipated completion date of 2005. Further, he reported the Academy is renovating approximately 50 military family houses per year. He indicated the need to upgrade the Pershing Center, which houses the Visitors Center, since it has been utilized considerably more since 9/11. All visitors are required to report into the Visitors Center increasing the demands on the Center. By upgrading the area, the Academy can offer more quality programs to visitors.

e. **PRIVATE SUPPORT.** The Superintendent reported on the Bicentennial Campaign goals and the Margin of Excellence projects. The Association of Graduates (AOG) Alumni Association exceeded their goal of \$150 million, raising \$210 million to benefit USMA. Additionally, AOG has sustained \$25 million a year for USMA. Funding

is utilized for bricks and mortar projects as well as focused endowments. LTG Lennox indicated the largest funded project is the stadium project consisting of the Kimsey Athletic Center and the Hoffman Press Box. Other capital projects completed include Shea and Johnson Stadium, Lichtenberg Tennis Center, Thayer Pedestrian Walk, Malek Tennis Center, Gross Sports Center, and the Tronsrue Marksmanship Center. Future AOG capital projects include: the Scancarello Skeet & Trap Lodge, the Golf Team Training Facility, the Military Heritage Center at the Museum, and the Rugby Center.

LTG Lennox indicated the Bicentennial Celebration has allowed USMA to increase its outreach program through numerous broadcasts such as the National Geographic documentary series, the History Channel, PBS, Lifetime, and the Travel Channel programs featuring West Point. Additionally, the Smithsonian Exhibit featuring West Point opened in October 2002.

9. COMMANDANT'S UPDATE. Senator Reed introduced BG Leo Brooks, the new Commandant, to the Board.

a. **MILITARY PROGRAM.** BG Brooks provided an update on the military programs. He reported the Academy is updating the Greenbook that provides a description of military programs and defines military requirements over the 47-month period while the cadets are enrolled in the Academy. The new Greenbook will include peg points to assess cadet performance. The Commandant reported streamlining privileges such as passes, offering them to cadets for their selfless service activities and for excellent performance in military and academic programs. The Commandant discussed changes to the physical program. The Academy now offers a remedial physical training program decreasing the number of cadets not passing the Army Physical Fitness Test (APFT) from 191 to 51. The APFT failure rate has decreased by 75 percent. Additionally, the Academy has increased the Combatives Instruction offered to cadets and reintroduced the Indoor Obstacle Course test.

During the next academic year, the Academy will incorporate military science instruction, 20 contact hours per term, throughout the entire academic year in the core curriculum. Military instruction includes: military science courses, military training, and professional development activities. BG Brooks stated the additional military instruction would provide cadets with a year-round exposure to military science and link the cadet summer training program with the military education program.

b. **HONOR CODE.** The Commandant stated the number of honor code cases reported has remained steady over the last ten years. The types of hearings reviewed by the honor board are broken into two categories: those cadets that admit guilt and those cadets that contest the report. The Commandant reported an upward trend on those cadets that contest the honor reports. However, the majority of those contested reports were not found as honor code violations. Each cadet is authorized legal council and entitled to present witnesses, if desired. The Honor Board consists of cadets.

BG Brooks concluded his presentation with a discussion on War Fighter Excellence of cadets, highlighting military excellence in leadership courses and in Army programs.

10. DEAN'S UPDATE. Senator Reed introduced BG Daniel Kaufman, Dean of the Academic Board.

a. **ACADEMIC PROGRAM.** BG Kaufman began his briefing focusing on the *Education of Future Army Officers for a Changing World* booklet that describes the operational goals and learning model for the USMA Academic Program. He reported the academic program for a Bachelor of Science Degree requires 30 core courses, 10 to 14 electives, four Military Science and seven Physical Education courses. The Dean discussed the Academic standing for USMA. Currently, the Academy is ranked fourth in the nation for the best undergraduate engineering program. Furthermore, USMA is ranked seventh among undergraduate schools with the toughest admissions standards.

b. **LIBRARY LEARNING CENTER.** The Dean provided an update on the progress of Jefferson Hall, the new library learning center. The Academy requested and received Code 6 funding, \$58 million, after 35 percent design. Construction is anticipated to begin in August 2004 with a completion date of April 2006. In 2006, the collections and equipment will move from the old library freeing up space for the movement of the science facility, Bartlett Hall, into the old library. In 2006, renovations will begin on Bartlett Hall.

c. **USMA OPMS XXI.** BG Kaufman discussed the benefits that a USMA tour offers to young officers. Among those benefits are the opportunities to develop strategic career skills, provide a graduate education to assist in retaining officers, and offer cadets exposure to different branches. The Dean reported the concerns of time management for an officer assigned to USMA. He reported that junior officers selected to teach at the Academy have less time to complete military education and training requirements, placing them at possible risk for their future professional success. As a result, the Academy is working with the Department of the Army to address the timeline problem. The Dean indicated the goal is to try moving Army Officers into command earlier and also allow the officers to complete part of the Advanced Operations War Fighters Course (formerly Command and General Staff College) at USMA, decreasing the amount of time required to attend this course at Fort Leavenworth. He stated that officers serving a tour at USMA are selected for promotions to the rank of major quicker. However, the rates for selection to battalion command have been lower than the Army average, possibly due to the timeline problem.

11. ADMISSIONS UPDATE. COL Michael Jones, Director of Admissions, began his briefing by reviewing the Admissions mission statement: to enroll outstanding men and women who are motivated toward completion of West Point and a military career, and enroll into a class of the desired composition and diversity. He reported the number of applications has remained steady over the last five years in all areas of racial and ethnic composition, with the exception of African Americans. He further discussed the class

composition goals for the Class of 2006, reporting the Academy has met all goals for all categories with the exception of African Americans. The goal for this category is 10-12 percent; the Academy is only at six percent for this category. The number of applications for the Class of 2007 has increased significantly due to the increased public relations effort through the Bicentennial Campaign and the September 11, 2001 incident.

COL Jones reviewed the class profiles, reporting the consistency of class quality over time. SAT scores have remained constant. He reported that last year, a record yield rate of 85 percent of candidates offered admissions, accepted the Academy's offer. He stated African American numbers are up for this year, with an anticipated goal of eight percent for the Class of 2007.

COL Jones informed the Board of the GAO Study of Service Academy Admissions. The primary objectives of this study are to review admissions practices, the quality of life issues for cadets, and the career progression of Academy graduates. GAO will report the results of this study to Congress by March 31, 2003.

He discussed the continued cooperation with ROTC. All of the Academy's admissions' materials offer the ROTC opportunity. COL Jones stated ROTC is anticipated to meet their admissions goal in the future. USMA provides names of applicants to ROTC helping them achieve their admissions goal. COL Jones indicated the new four-year ROTC scholarship, now offered in Tier One schools, has had no impact on USMA admissions.

COL Jones reported a success in Congressional nominations. The number of members of Congress not nominating cadets to the Academy has decreased from 18 members to only 12 members due to the direct coordination between USMA Admissions and the Congressional staffs. The Academy provides an update with the status of their applicants to Congressional members on a monthly basis.

He briefly discussed the USMA graduate retention rate (from 1980-1997) after five years of Army service. Retention rates have remained steady during this period with the exception of the Department of the Army drawn down initiatives in 1987-1989. COL Jones reported the Admission Directorate's goal is to furnish the raw material to provide a quality candidate for USMA.

12. AOG UPDATE. COL (R) John Calabro, Vice President of Alumni Affairs for the Association of Graduates, discussed the success of USMA alumni in the civilian sector. COL Calabro reported results according to the AOG database, consisting of alumni association members. He stated currently, 23,728 alumni are working in the civilian sector. Among the professions reported were physicians, educators, public officials (government), attorneys, and chief executive officers/chairs/presidents (one in ten are in this category). He provided examples of individual success stories in the civilian sector stating this reflects a positive return for society on the investment of sending cadets to the Academy.

13. ATHLETIC UPDATE. The Superintendent provided an update on the Directorate of Intercollegiate Athletics' goals: competitive excellence, sportsmanship, equity, leader development through sports, and academic excellence. He reported the Academy currently has 25 intercollegiate athletic teams. The Army teams' performance is improving due to a transformation of the Office of the Directorate of Intercollegiate Athletics (ODIA). Mr. Rick Greenspan, the Director of ODIA, has eliminated the instructor coach model and hired full time NCAA professional coaches. Additionally, the Academy has improved facilities to provide the best environment to teach, practice and compete. Improvement in sports facilities has also assisted in recruitment efforts. Among some of the improved sports facilities are: Tate Rink, Hoffman Press Box at Michie Stadium, Blaik Field Turf, Lichtenberg Tennis Center, Caufield Crew and Sailing Center, Gross Sports Center, the Women's Softball Field, and the Kimsey Athletic Center. LTG Lennox indicated the Academy recruitment efforts have become more targeted to recruit higher quality athletes. Additionally, he stated the Department of the Army has provided an additional \$5 million in funding in the POM to support the USMA intercollegiate athletic program.

The Superintendent reported the success of the AOG's contributions for these facilities has assisted in obtaining public funding. Congress is more willing to provide funding if the Academy is working to complement these efforts with private funding. Private funding provides funds for margin of excellence projects that would not meet the criteria for funding by public sources. The Superintendent stated his role is to provide the requirements for funding efforts; however, he is not directly involved in fundraising activities. The Academy is not legally authorized to raise funds; therefore, the AOG is responsible for soliciting private funding. The Superintendent stated this system works well for USMA.

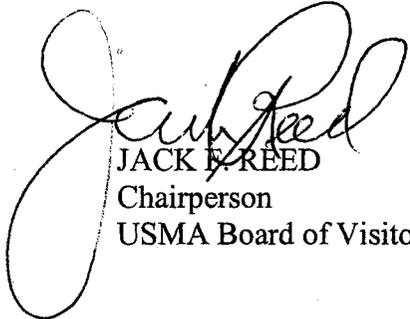
LTG Lennox discussed the future sites of the Army-Navy game. He reported the request for proposals has been submitted for the Army-Navy football game. This year's game will be held at Giants Stadium in the Meadowlands, New Jersey. The New Eagles Stadium in Philadelphia, Pennsylvania, will host next year's game. No sites have been confirmed for 2004 and beyond.

14. CLOSING REMARKS. LTG Lennox thanked Ms. Robin Umberg for her service to the USMA Board of Visitors over the last three years and presented her a Superintendent's coin. Senator Reed and the Board formally commended Ms. Umberg for her dedicated service to the Board. Additionally, Senator Reed and the Board unanimously passed a motion formally recognizing the accomplishments and stewardship of the Superintendent, Commandant, and Dean of the Academic Board.

Senator Reed thanked General Baca and Speaker Wilkins for their attendance at this year's cadet summer training. General Baca and Speaker Wilkins reported the increased knowledge and insight gained from the summer training visits and strongly recommended other members attend summer training in the future.

Senator Reed polled the Board members for a suitable date for the 2003 Organizational Meeting to be held in Washington, D.C. The Board agreed on Wednesday, February 26, 2003 for the next meeting.

15. ADJOURNMENT. Senator Jack Reed thanked everyone for his or her attendance and participation. With no further business to discuss, the Fall Annual Meeting of the Board of Visitors was adjourned at 6:35 p.m.



JACK E. REED
Chairperson
USMA Board of Visitors



EDWARD C. CLARKE
lieutenant Colonel, US Army
Executive Secretary,
USMA Board of Visitors

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**AGENDA
FALL ANNUAL MEETING
UNITED STATES MILITARY ACADEMY BOARD OF VISITORS
FRIDAY, 8 NOVEMBER 2002**

- 0745-0800 Meet in Hotel Thayer lobby
- 0800-0815 Enroute to Taylor Hall, Superintendent's Conference Room
- 0815-0900 Superintendent's Welcome. Continental breakfast in Thayer Award Room
- 0900-1030 Infrastructure Tour with Dean/DHPW (various sites at USMA)
- 1030-1045 Movement to Washington Hall, Refresh.
- 1045-1145 Meet the Commandant and then attend Roundtable Discussion with TAC Officers & TAC NCOs (Red Reeder Room)
- 1145-1155 Meet Cadet Escorts in Red Reeder Room. Movement to Front Steps of Washington Hall
- 1155-1205 Observe Lunch Formation
(Photo Opportunity on Front Steps of Washington Hall)
- 1205-1235 Attend Lunch with Cadet Escorts (seated at individual cadet tables)
- 1245-1345 Attend Historical Tour with USMA Historian
- 1345-1445 Movement and attend K Hour Classes with Cadet Escorts
- 1445-1500 Refresh, Movement to Taylor Hall with Cadet Escorts
- 1500-1520 Photo Opportunity for BOV members in Thayer Award Room
BOV Commissioning Ceremony, SUPT/AG
- 1520-1840 Official BOV Fall Annual Meeting, Superintendent's Conference Room
- | | | |
|-----------|---------------------------------------|-------------------------|
| 1520-1525 | Administrative Remarks | LTC Clarke |
| 1525-1530 | Call to Order. Chairman Remarks. | Senator Reed |
| 1530-1540 | Secretary of the Army's Remarks | Honorable White |
| 1540-1555 | Approval of Minutes and Annual Report | Senator Reed |
| 1555-1630 | Superintendent Update | LTG Lennox |
| 1630-1645 | Break | |
| 1645-1715 | Superintendent's Update Cont. | LTG Lennox |
| 1715-1735 | Commandant's Update | BG Brooks |
| 1735-1755 | Dean's Update | BG Kaufman |
| 1755-1810 | Admissions Update | COL Jones |
| 1810-1825 | Athletics Update | Mr. Greenspan |
| 1825-1835 | Association of Graduates Update | COL (R) Calabro |
| 1835-1840 | Final Comments/Adjournment | Senator Reed/LTC Clarke |
- 1840-1900 Enroute to Eisenhower Hall
- 1900-1930 Refresh. Cocktails at Eisenhower Hall, Promenade
- 1930-2130 Dinner at Eisenhower Hall Main Ballroom
- 2130-2145 Enroute to Lodging Accommodations, RON

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Timeless Leadership*



USMA Board of Visitors



8 November 2002

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Agenda

- Administrative Remarks
- Secretary of the Army's Remarks
- Approval of Minutes & Annual Report
- Superintendent's Update
- Commandant's Update
- Dean's Update
- Admissions Update
- Association of Graduates Update
- Athletic Department Update
- Final Remarks
- Adjournment

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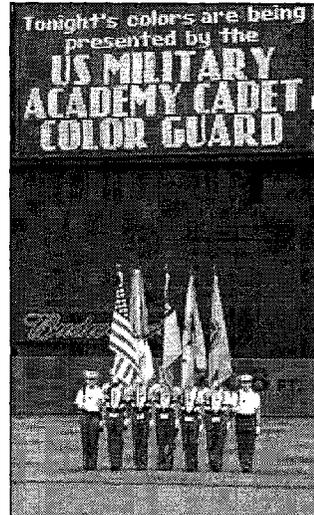
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Bottom Line

- Cadets continue to meet tough challenges
- Support from alumni and friends remains great
- DA continues to support major USMA objectives
- USMA plays a critical role in a changing Army



Summer Highlights

- Graduation
- R-Day
- AIADs
- MIADs
- CFT
- CBT
- CSM of the Army Visit
- Sec Army Visit
- WP Day at Yankee Stadium



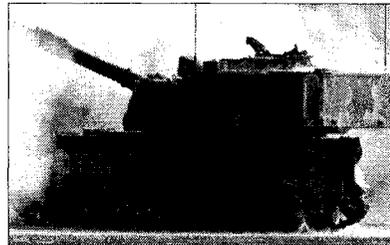


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Cadet Advanced Training

- **Cadet Troop Leader Training**
 - 942 cadets (255 overseas)
- **Drill Cadet Leader Training**
 - 31 cadets
- **Cadre for CBT and CFT**
- **Military Developmental Schools**
 - 431 to Airborne School
 - 380 to Air Assault School
 - Graduation rates improving, but still work to do



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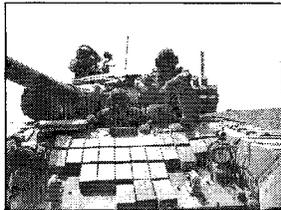
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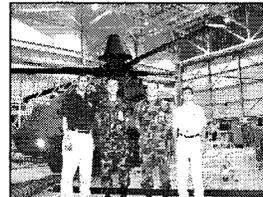
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AIADs - Support to the Military/Government



- **501 Cadets in 37 Countries**
 - 172 OCONUS
 - 329 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**



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The Corps



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Class of 2006

▪ Applicants	10840	▪ Top 20% of High School Class	75%
▪ Accepts/Offers	1201	▪ Boys/Girls State	20%
▪ Women	199 / 16.6%	▪ Eagle/Gold Award Awardees	13%
▪ Minorities	270 / 22.5%	▪ Scouting Participants	48%
▪ SAT Average	1275	▪ Team Captains	59%
▪ Class Valedictorians	89	▪ Varsity Athletes	87%
▪ Class Salutatorians	43		
▪ National Honor Society	679		

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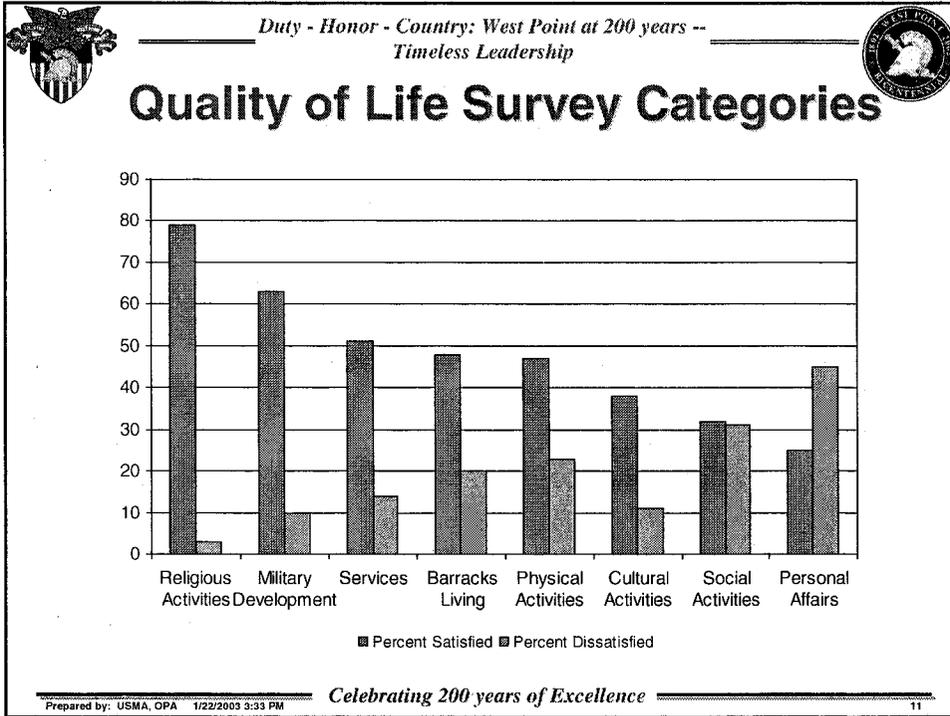
Cadet Disability Status

- National Defense Authorization Act, FY2002 directs SECDEF to conduct study. That study is currently underway.
- BG (R) Cuthbert, DoD lead investigator, visited USMA 24 Oct 02 to discuss.
- Result: No indication of the outcome or when the report will be finalized. He asked for and took information only.



2002 Cadet Quality of Life Survey

- **Quality of Life Instrument Development**
 - Focus Groups integrated input of Cadets and Tactical NCOs and Officers
 - Survey Reviewed by Program Representatives
 - Coordinated with Cadet Health Clinic
- **Survey Administration**
 - August: Reorganization Week
 - Electronically Administered to all **2954** Members of the Upper Three Classes
 - Cadets Responded Anonymously
 - Overall Response Rate: 65%



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Areas of Cadet SATISFACTION

Area	Percent Satisfied/ Dissatisfied
Mail Room	90/02
Religious Activities in General	83/04
Technology Available	78/06
Development of Moral - Ethical Values and Beliefs	72/07
Leadership Development	66/11
Banking	64/12
Security	61/09
Dental and Medical Care	61/12
Study Conditions in the Barracks	61/15

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Areas of Cadet CONCERN

	Percent Satisfied/ Dissatisfied
Arvin Physical Development Center	27/56
Self Service Laundromat/Laundry Dry Cleaning	26/50
Parking Lots	17/50
Barber Shop	34/41
Physical Facilities	38/39
Charges to Cadet Accounts for Service/Issue Items	32/38
Opportunity for Military Training During Academic Year	31/31
Courtesy from Non-Military Staff and Service Providers	38/31
Mess Hall	44/29
Intramural Program	41/28
Shuttle Service	40/27

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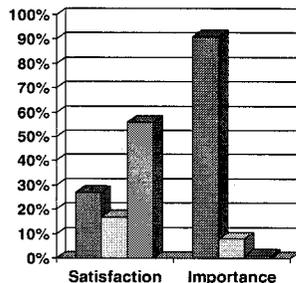
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Arvin Physical Development Center QOL SURVEY RESULTS ACTION PLAN



- Cadets Desire More Weight Rooms
- Over Crowded
- Construction Affects Availability

- *7 New Weight Rooms*
 - Cadet Barracks
- *Arvin Renovation Spring 05*
 - '62 Room will quadruple in size (\$1.5 million class gift)
 - 2 new gyms
 - 2 new pools
 - Climbing wall
 - Racquetball courts
 - Boxing, wrestling and multipurpose rooms
 - Sports medicine facilities

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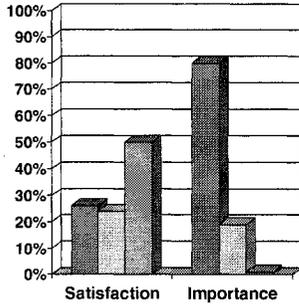
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Laundry and Dry Cleaning

Self-Service Laundromat

QOL SURVEY RESULTS



ACTION PLAN

- *Chain of Command Involvement*
 - Increase Awareness
 - Cadet Supervision
- *Additional Pick-Ups*
- *Supervise AAFES laundry*
 - Coin Machine Repair

Laundry & Dry Cleaning

- Clothing Returned Damaged
- Lost Clothing
- Poor Cleaning Quality



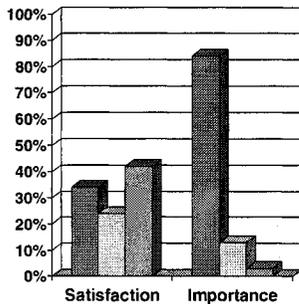
Self-Service Laundromat

- Need More Machines
- Change Machines often Broken
- Expensive



Barber Shop

QOL SURVEY RESULTS



ACTION PLAN

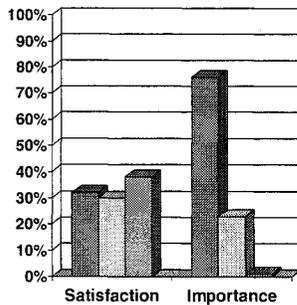
- *MEO Implementation*
 - Optimal Scheduling
 - Academy Oversight
- *Barber Supervision*
 - Breaks at Non-Peak Times
 - Counsel on Proper Treatment on Cadets
- *Web-Based Appointments*

- Poor Customer Service
- Barbers take Frequent Breaks
- Long Lines, Takes Long Time to Get a Haircut



Charges to Cadet Account for Services and Issue Items

QOL SURVEY RESULTS



ACTION PLAN

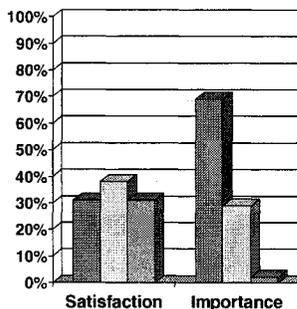
- *Manage Cadet Perceptions*
 - Fees Low Compared to other Universities
- *Education*
 - Ensure Cadets Read the Budget
 - “Hints” in Brigade Daily Notes

- Charged for Services and Issue Items Not Used
- Record of Reasons can be Vague



Opportunity for Military Training During the Academic Year

QOL SURVEY RESULTS



ACTION PLAN

- *Military Science*
 - Integrating MS into the Academic Year
 - Begins August 2003
- *Continue to Offer...*
 - Military Clubs (Tactics, Sandhurst, Combat Weapons...)
 - Assessment for Special Summer Military Training
 - Chain of Command Leadership Development

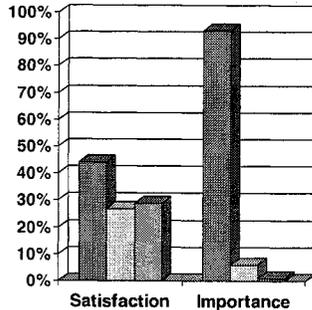
- More Training Needed
- Concern - Time Already at a Premium



Mess Hall

(changes have been made since August)

QOL SURVEY RESULTS



ACTION PLAN

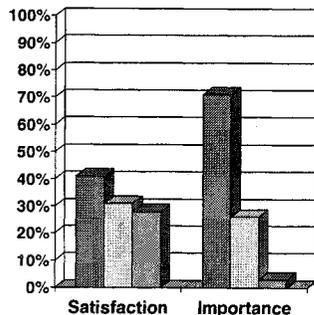
- *Provide QOL Feedback*
 - Website
- *Menu Changes*
 - Surveys
 - Taste Testing
- *Quarterly Mess Hall Council*
 - Chaired by Cadets
 - Assess Progress

- Food Repetitiveness, Quality/Taste, and Healthiness
- Recent Improvement Noted by Some Cadets



Intramural Program

QOL SURVEY RESULTS



ACTION PLAN

- *Competitive Sports Study*
 - Re-examine Balance
 - Competitive Clubs
 - Intramural Participation
- *Grading System Study*
 - Completed Since Survey
 - Reexamined and Changed the Grading System
 - Forced Distribution Model
- *Winter Brigade Open*
 - Variety of Competitions

- Some Forced Participation to Fill Sport, i.e., Boxing
- Fairness of Grading System
- Impact of Change to Two Intramurals/Year



Human Dignity Items

- Upper 3 Classes Surveyed (12 – 36 Months Experience)
- 311/466 (67%) Women Responded to Survey
- Items Focused on Cadets' Experience While at West Point
- Survey Findings
 - Scope of Incidents Acknowledged by Cadets
 - Cadet Understanding of Notification Procedures



Benchmarks

Comparison with other Colleges and Universities

- *The Chronicle of Higher Education*
- *National Institute of Justice Report, December, 2000*

USMA - Significantly Safer Environment for Women



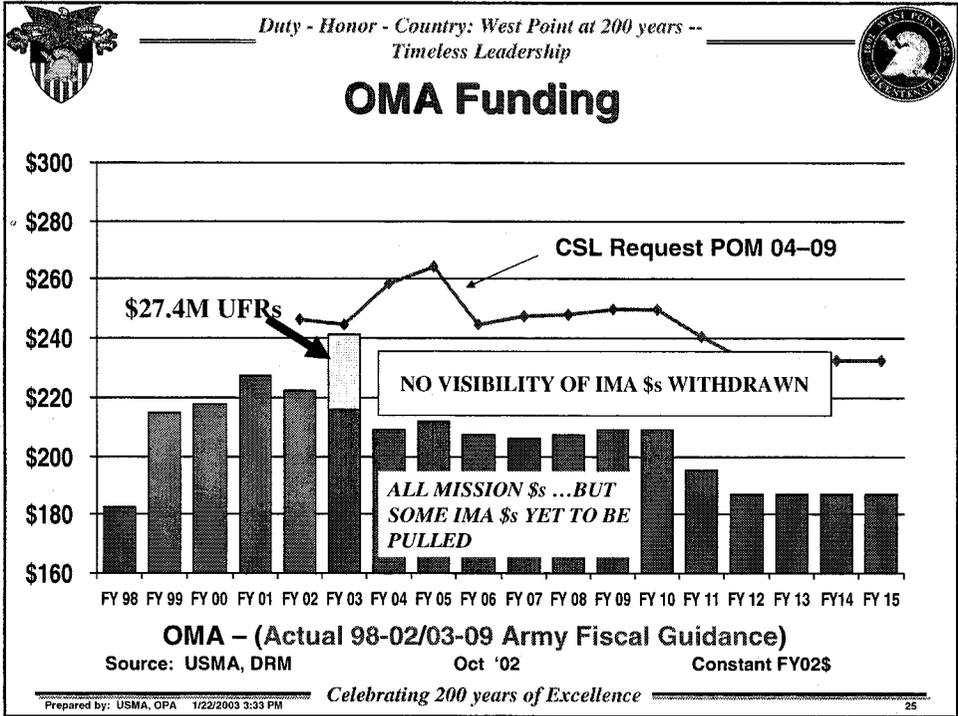
Action Plan

- **Issue of Confidentiality**
 - Peers Counseling
 - Respect Cadet COC: Notification Chain Teaching
 - Educate Cadets on Sexual Assault Reporting Policy (SARP)
 - Center for Personal Development
 - Provide Care to help Cadets Cope
 - Keeping the Chain of Command Informed

- **Department of Physical Education**
 - Yearling: Wellness Class topics include "Binge Drinking"
 - Plebe: Self-Defense skills to hurt or incapacitate an attacker & instructor review of SARP



DA Issues



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USMA FY03 UFRs

Implement A-76 Program	\$4.571M
Tails to FY02 Execution	\$5.624M
Global War on Terrorism	\$1.21M
Military Science Curriculum	\$.527M
FFE Arvin	\$1.86M
Deferred/validated issues in IT	\$3.18M
Bridge the Gap to POM	\$2.235M
Camp Buckner Mess Hall	\$1.5M
Washington Hall Phase 4	\$6.4M
Shipping of CST Equipment	\$.33M
Total UFR	\$27.437

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Progress

- Senior Army leadership support for CSL
- “Bridge the gap” funding in last 3 years
- Continued support for CSL in next POM



Concerns

- Short term requirements unfunded
- TIM impacts treatment of some funding requirements, especially MCA

Bottom Line: CSL is no longer
a floor, it's a ceiling



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MILCON

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MILCON Considerations

<u>Project</u>	<u>Cost</u>	<u>Start Date</u>
Library (Phase I)	40M	FY05*
Library (Phase II)	20M	FY06
Community Activities Center	14.4M	FY06
Ammunition Supply Point	8M	FY07
Science Center (Phase I)	28M	FY07
Science Center (Phase II)	29M	FY08

***USMA position to reinstate in FY04/05**

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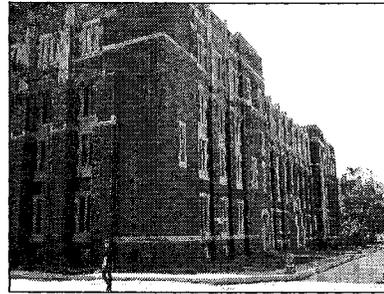
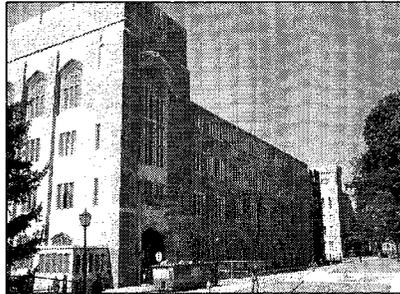
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Existing Conditions

- **USMA LIBRARY**
(designed for 2600
Cadets, now 4000)
built in 1964
- **BARTLETT HALL**
(Chemistry, Physics
and Photonics)
built in 1914



Patriot League Libraries

	USMA	USNA	Bucknell	Colgate	Fordham*	Lafayette	Lehigh	Holy Cross
Full-time Enrollment	4125	4150	3522	2783	11,823	2208	5862	2796
Total collection	466,241	544,376	701,430	651,690	1,845,473	513,586	1,105,786	575,420
Additions during AY 00-01	8901	14,660	17,550	19,605	50,141	8272	22,082	9308

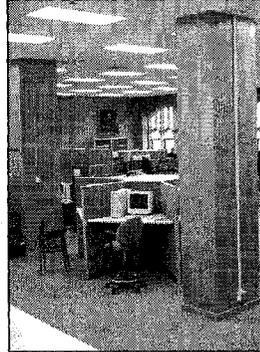
* Note: Fordham statistics do not include Law or Marymount libraries

Source: US Naval Academy Survey of Patriot League Libraries, AY 00-01, dtd Sep 2002

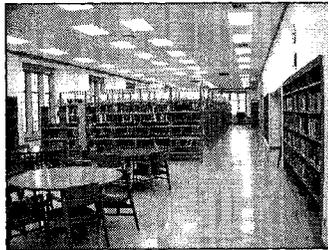


Existing Library Deficiencies

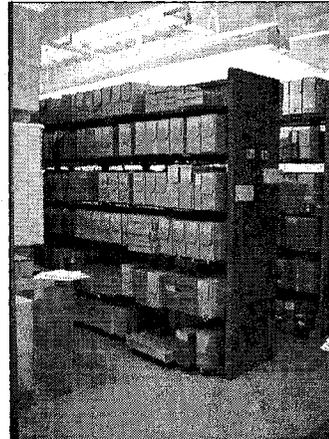
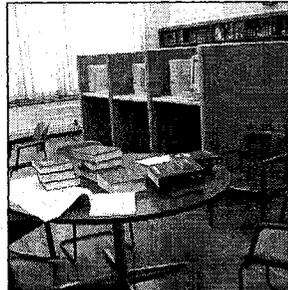
- Existing Library is undersized.
 - increase in collection
 - addition of new programs
 - addition of technology
- Library collection and program growth has displaced cadet reading and study areas.
- Army Audit Agency cited USMA Library as being deficient.
- Jeopardizes ability to carry out USMA Academic Standards.
- MSA Accreditation Reports from 1989 and 1999 cite the library as being deficient and as a “high priority”.



Stacks displacing reader areas.



Merging new technologies into existing architecture.



Special Collection Stacks at full capacity.



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New Library & Learning Center



North Face

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Bartlett Hall Renovation



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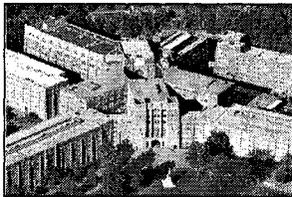


Existing Science Deficiencies

- Existing Labs are Undersized
 - cadet lab groups are too large for optimal learning
 - new technology and equipment is not adequately integrated into existing labs and classrooms
- Programs Added Since Last Renovation
 - Photonics Research Center
 - Nuclear Magnetic Resonance Lab
 - Quantitative Chemistry Lab
- Increased use of computers and special instrumentation
- Increased Body of Scientific Knowledge to Teach



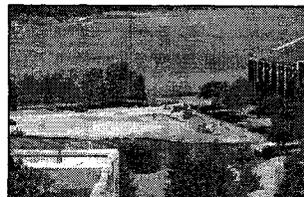
Facilities: In Progress Now



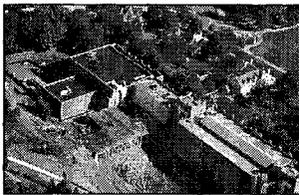
Washington Hall



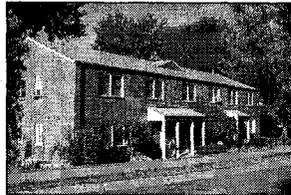
Mahan Hall



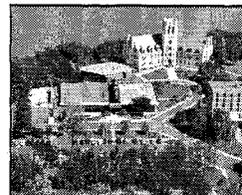
Women's NCAA Softball
Field



Arvin CPDC



Housing Renovations



Pershing Center



Private Support



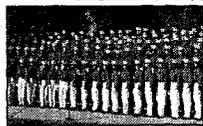
Bicentennial Campaign Goals:



1. Raise \$150M to benefit USMA. Done!



2. Fund all USMA Bicentennial Needs: - Still working: Cadet activities



Glee Club



Rugby



Debate



SCUSA



Sailing



Model UN



3. Sustain \$25M/year to benefit USMA



Bicentennial Campaign Plan

84% of
Campaign
Needs
Fulfilled

Brick and Mortar

- Intercollegiate Athletic Complex
- Caufield Crew & Sailing Center
- Tronsrue Indoor Marksmanship Center
- Lichtenberg Tennis Center
- Hoffman Press Box
- Class of '52 Memorial Athletic Complex
- Malek Tennis Center
- Thayer Walk
- Mural Restoration

Focused Endowments

- Academic Chairs
- Cultural Studies
- Classroom Technology
- Center for the Professional Military Ethic
- Cadet Activities
- Enhanced Recruiting
- Foreign Language Immersion Program
- Library Research Collections
- Computational Chemistry
- Bicentennial Celebration

211M Pledged

AOG Capital Projects

✓ Completed

- Shea Stadium
- Johnson Stadium
- Lichtenberg Tennis Center
- Thayer Pedestrian Walk
- Malek Tennis Center
- Gross Sports Center
- Tronsrue Marksmanship Center

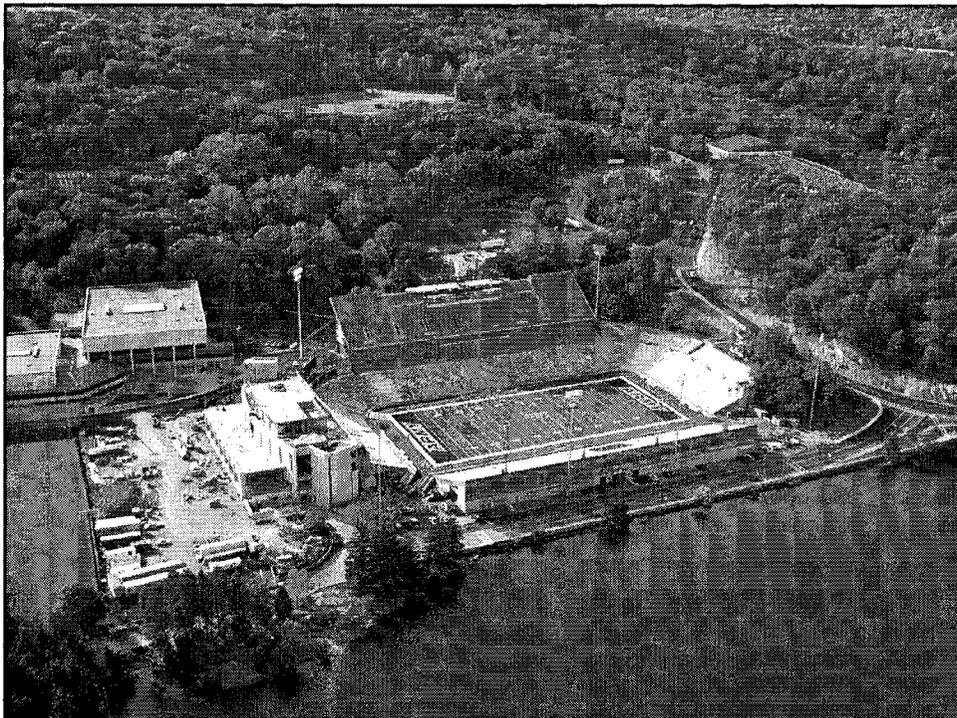
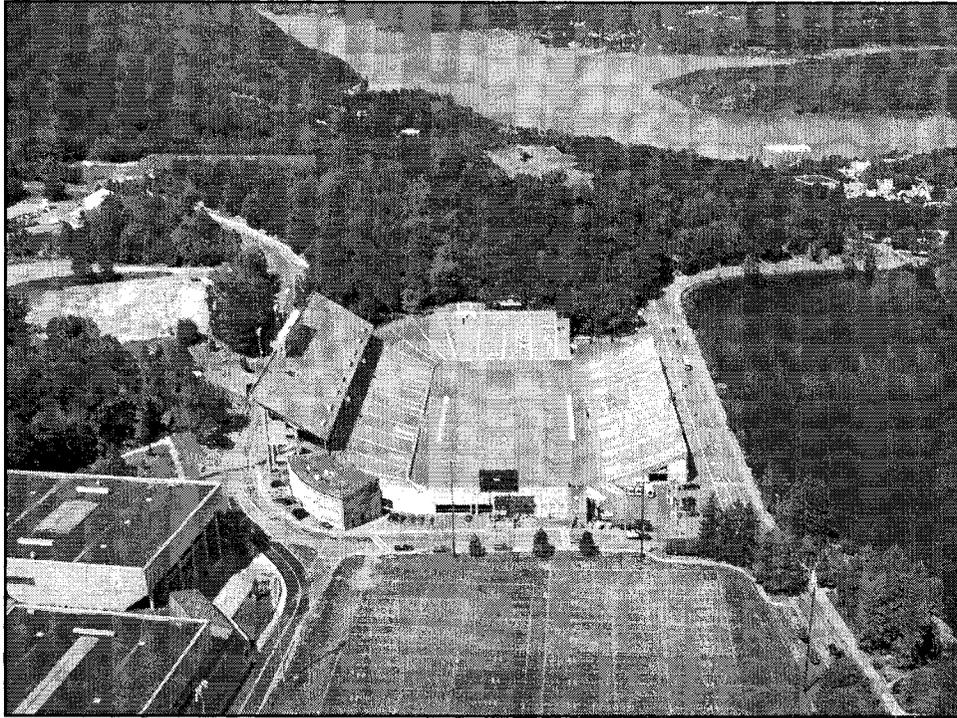
• Ongoing

- Kimsey Athletic Center
- Caufield Crew & Sailing Center
- Randall Hall
- Hoffman Press Box
- Arvin CPDC Enhancements

• Future

- Scancarello Skeet & Trap Lodge
- Golf Team Training Facility
- Military Heritage Center
- Rugby Center

Over \$100M for New Facilities!





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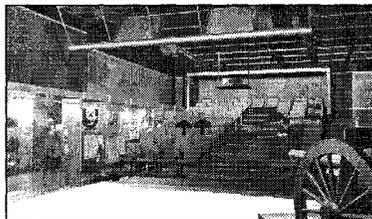
AOG Future Capital Projects



Scancarello Skeet & Trap Lodge - \$.4M



Golf Team Training Facility - \$1M



Military Heritage Center - \$1.5M



Rugby Center - \$6-10M

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Other Ways AOG Helps

	1997	1998	1999	2000	2001	Total
Academics	2,981	3,404	3,722	3,505	3,961	17,574
Athletics	985	1,054	1,745	2,811	3,353	9,949
CDT Activities	2,185	3,656	2,437	2,353	6,107	16,739
Admissions/ USMAPS Scholarships	350	269	197	33	468	1,318
Leadership	1,815	230	2,618	2,017	2,375	9,056
Miscellaneous	46	179	107	238	749	1,320
Unrestricted	1,927	2,244	1,272	1,577	1,218	8,239
Undecided	1,344	1,086	739	698	784	4,651
Bicentennial	26	810	2,541	3,669	2,361	9,407



Bottom Line: Margin of Excellence is more than just buildings!

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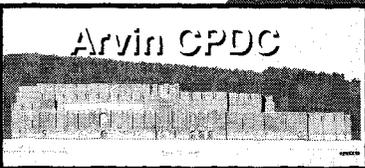
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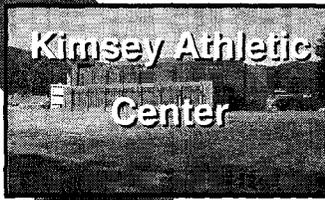

Synergy at Work

**Core:
Army Support**



Arvin CPDC

**Margin of Excellence:
AOG Support**



Kimsey Athletic
Center

Thanks to
our donors!

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Bicentennial Celebration Getting the Word Out!

Founders Day Media Events

- NBC Weekend
- NBC Nightly News
- Today Show
- CNN News
- CNN Moneyline
- ABC News
- Charlie Rose Show
- CBS Radio
- NPR

Bicentennial Year Media Events

- **National Geographic**
 - 14 part Documentary Series
- **History Channel**
 - “Modern Marvels”
 - “The Long Gray Line: The Spirit of West Point”
- **PBS**
 - “America’s First River”
 - “West Point”
- **Lifetime**
 - “Be Your Own Hero: Call to Duty”
- **Travel Channel**
 - “American Icons: West Point”

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**“Whether you believe
you can do a thing or
not, you are right.”**

--Henry Ford

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**Commandant's
Presentation to the
Board of Visitors**

BG Leo A. Brooks, Jr.

8 November 2002

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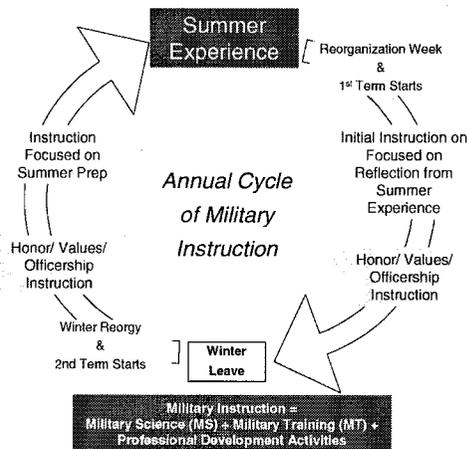


Military Program Update

- New Greenbook
 - Sequential description of Military Program over 47 months
 - Will include peg points to assess cadet performance
- Proficiency in all program areas = privileges
- Cadet promotions tied to performance
 - AR 600-9, APFT, Conduct, Honor, Respect
- Pass system streamlined
- Uniform of the Day
- Military Science instruction in AY 03-04
 - Interession '03 will be the last



Military Science Instruction



- New Content Design**
- Prep for Cadet Summer Training
 - Military Skills & Education
 - Troop Leading Procedures
 - Tactics
 - Incorporates Professional Military Ethic and Army Values
 - Officer as a Warfighter
 - Branching
 - Combat Simulations
 - Reflection thru Professional Journaling
 - 20 contact hours per term

Reallocating Available Time (Interession & Comdt's Hours) and Redesigning Military and Physical Program Instruction/ Activities support this concept



Changes to Physical Program

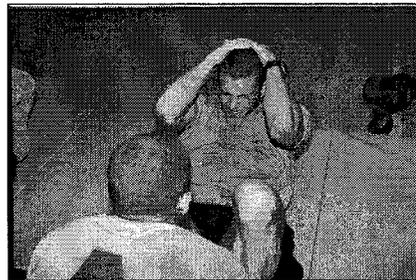
- Commandant's Physical Remediation Program
- Increase in Combatives instruction
- Every class will take Indoor Obstacle Course Test every year
- Incentives for Excellence
 - Awards for individual and unit excellence

Our Goal - officers who are physically fit, mentally tough, and able to lead from the front!



Commandant's Physical Remediation Program

- Assist sub-standard performers
- Two target groups
 - Failed APFT
 - Zone of concern (<220 pts)
- Enrolled at least 6 weeks
 - Supervised PT 3x/week
 - DPE remediates failures
 - BTD remediates zone of concern
- Exit criteria
 - Failed APFT: must pass. Failure leads to separation
 - Zone of concern: 250 pts or more on APFT
- APFT failure rate down 75%



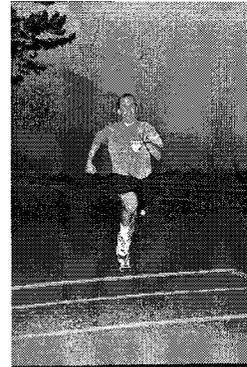


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APFT Results

- '06 Cadet Basic Training APFTs
 - Average score increased from 218 to 261
 - Failures decreased from 48% to 12%
- Corps Fall Record APFT, 23-26 Sep 02
 - 274.8 average score
 - 39.5% earned APFB
 - 1.4% failed APFT
- Failure rate down 75% from Fall '01, 50% from Spring '02



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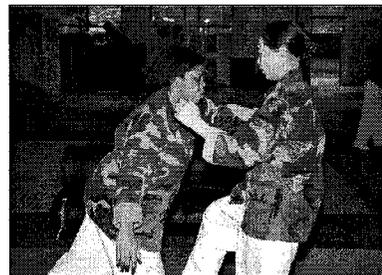


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Combatives Program of Instruction

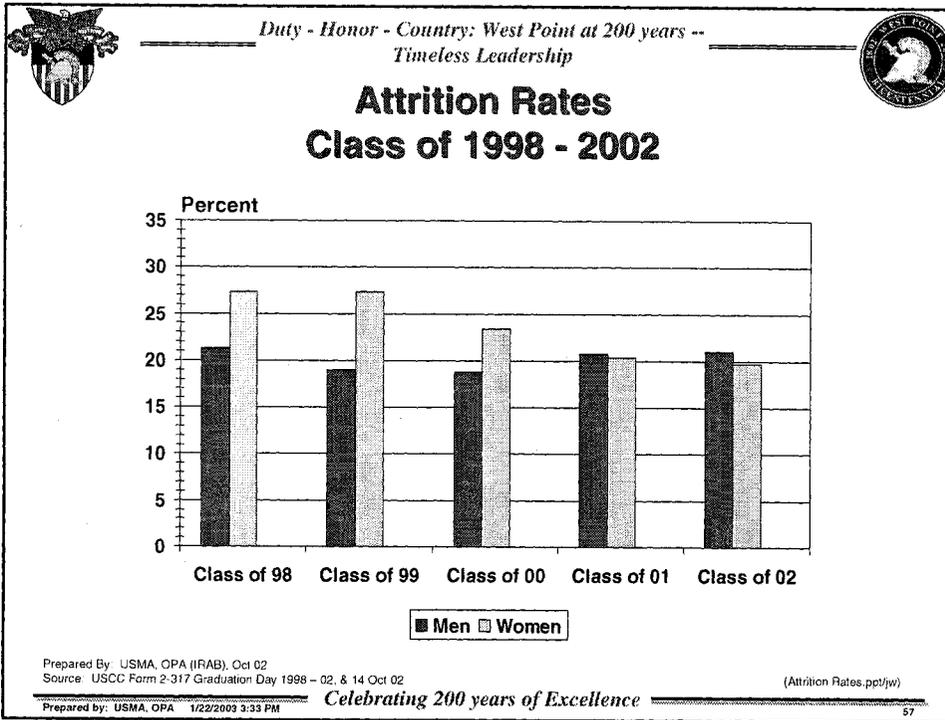
- 4 hours integrated instruction in CBT
- 18 hours in Plebe Year PE
 - Boxing, Self-Defense
- 4 hours integrated instruction in CFT
- 18 hours integrated instruction in Yearling Year PE



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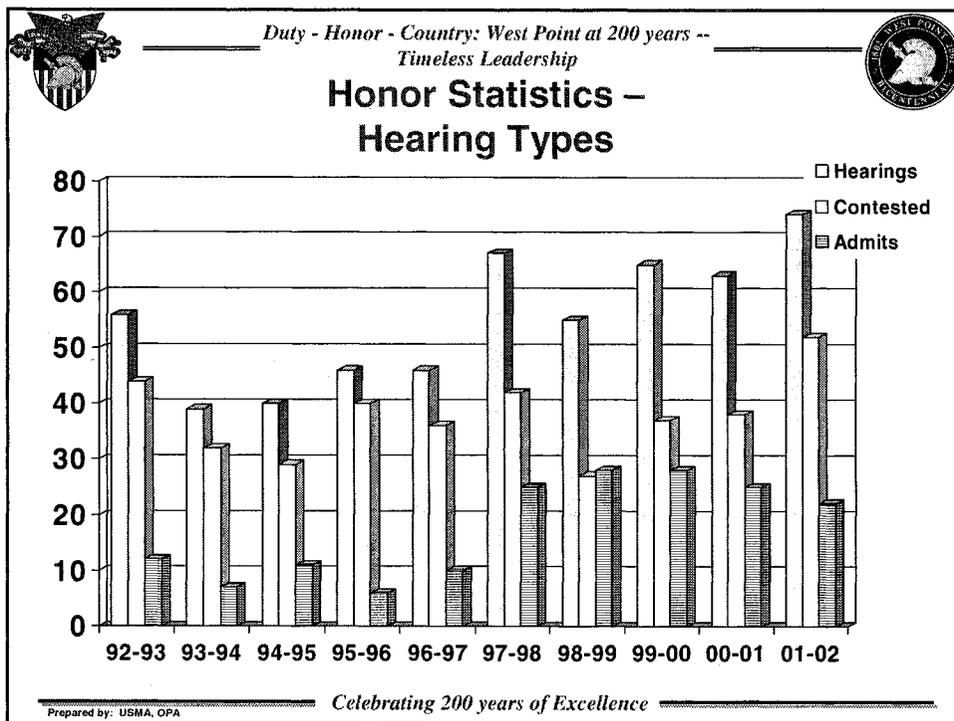
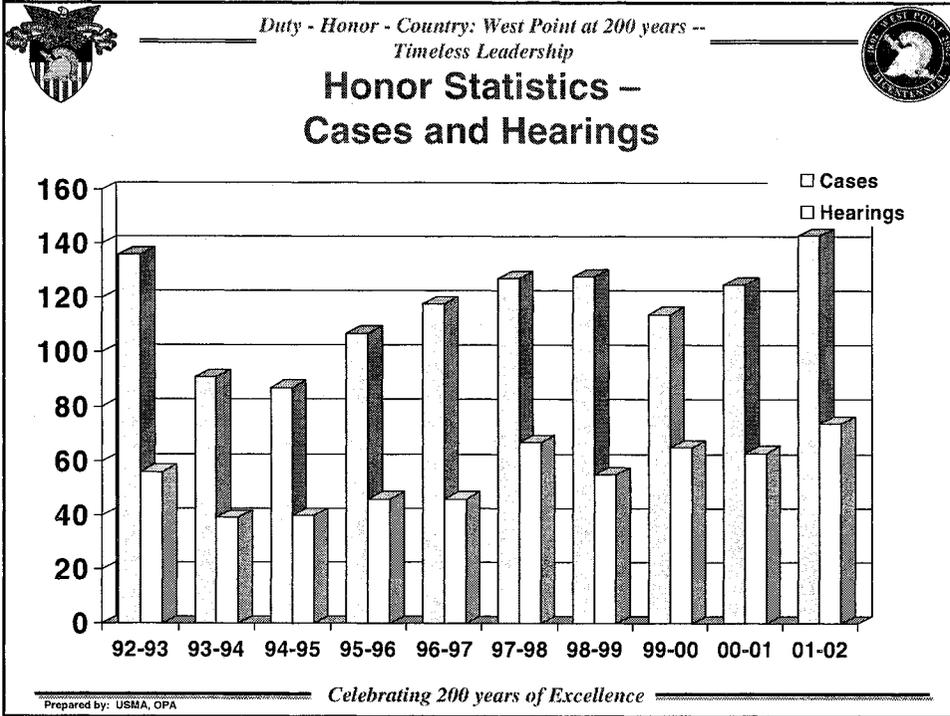


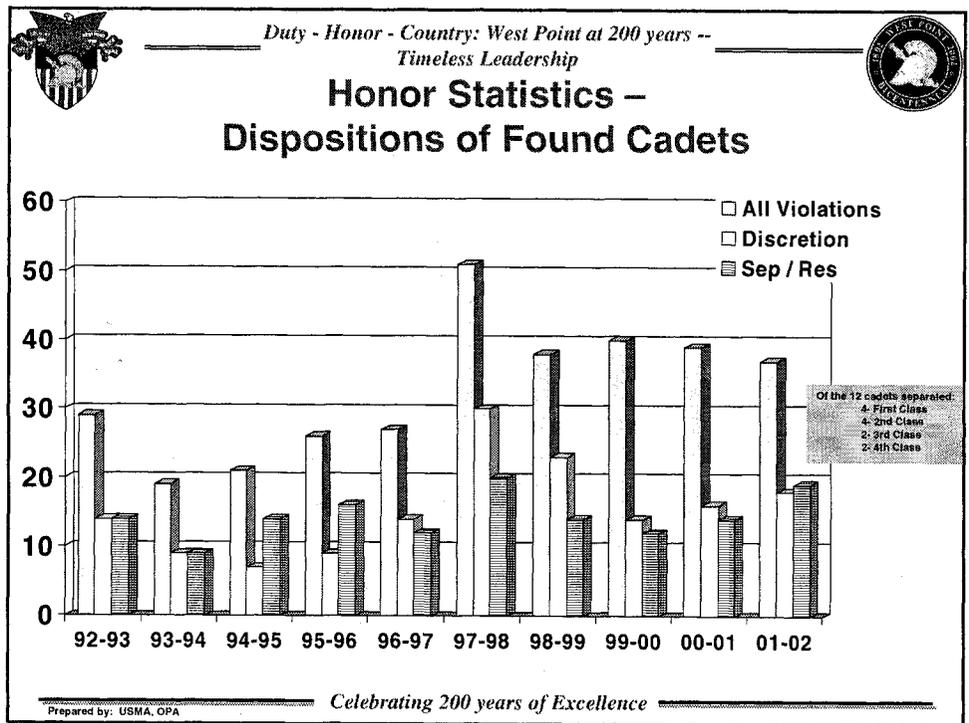
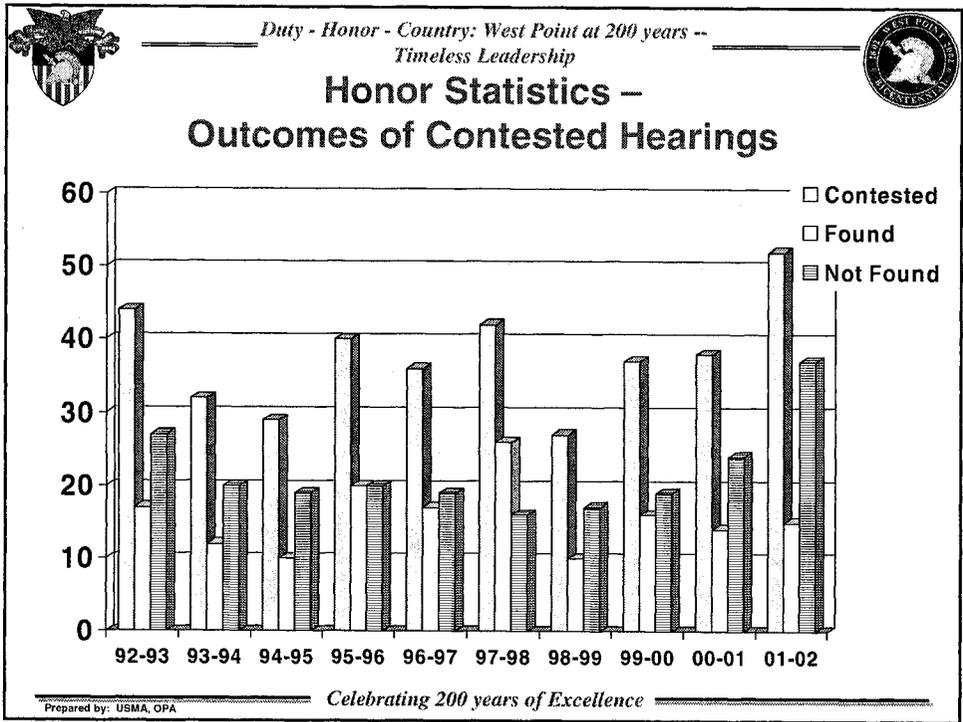

The Cadet Honor Code – Statistics on Hearings and Dispositions

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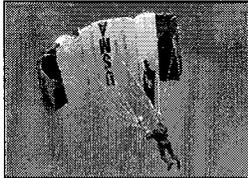




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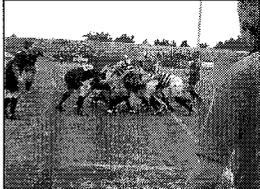

Warfighter Excellence



**Sport Parachute Team 1st
in Nation in Accuracy**



**Matt Killoran, '04
DHG, Sapper Leader**



**Army Rugby
3rd in Nation**



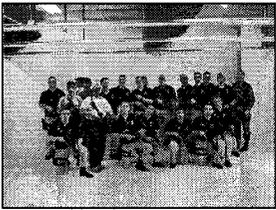
**Mike Hamilton, '04
Individual Drill
National Champion**



**Jared Lostetter, '05
Rifle All-American**



**Kevin Ward, '03
DHG, Sapper Leader**



**Combat Weapons
Team - National
Champions x 3 yrs**



**Jose Reyes, '04
DHG, Air Assault**



**Paul DeLeon, '03
DHG, Combat Diver**

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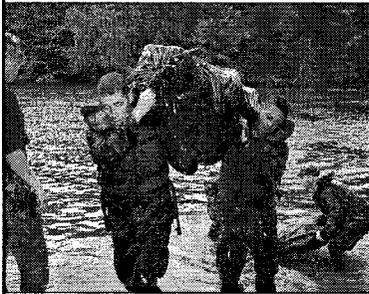
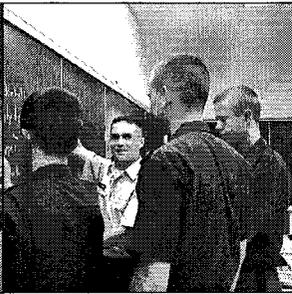
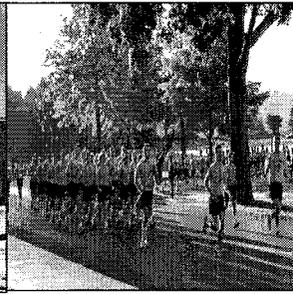



The Goal: Army Officers of Character... Serving the Nation for a Lifetime

Military Program

Academic Program

Physical Program

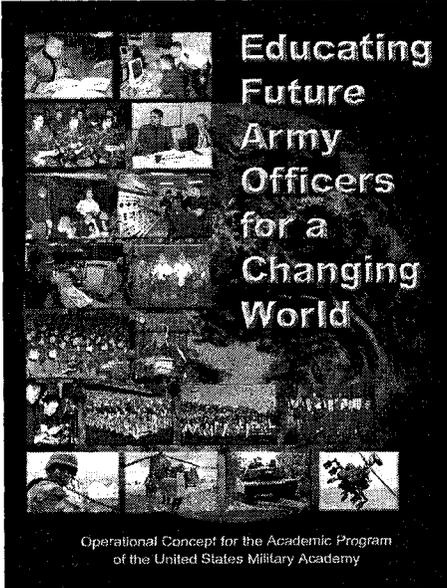
ONE TEAM!

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**Educating
Future
Army
Officers
for a
Changing
World**

Operational Concept for the Academic Program
of the United States Military Academy

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The Academic Program

Army Officer

Bachelor of Science Degree

Majors and Fields of Study in
Engineering
Math and Science
Humanities and Social Sciences

Each with 10 to 14 Electives

4 Military Science	7 Physical Education
---------------------------	-----------------------------

3 English	4 Math
4 History	2 Chemistry
2 Leadership	1 Physical Geography
1 Philosophy/Ethics	2 Information Technology
2 Foreign Language	2 Physics
3 Social Sciences	3 Engineering Science/Design
1 Law	

The Core

Prepared by:



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2005 Core Curriculum

Fourth Class	DDS Calculus I	Chem Chem	Psych IT1	History History	Comp Lit	
Third Class	Calculus II Prob /Stats	Physics Physice	Philosophy Phys Geog	Pol Sci Econ	For Lang For Lang	
Second Class	Engineering Sequence #1 Engineering Sequence #2	IT2		Int'l Rel	Leadership Adv Comp	
First Class	Engineering Sequence #3			Law	Mil Art	
			Integrative Experience		Mil Art	

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Class of 2005 Major

Fourth Class	DDS Calculus I	Chem Chem	Psych IT1	History History	Comp Lit	
Third Class	Calculus II Prob /Stats	Physics Physics	Philosophy Phys Geog	Pol Sci Econ	For Lang For Lang	
Second Class	Engineering Sequence #1 Engineering Sequence #2	IT2	Elective	Int'l Rel	Leadership Adv Comp	Elective for Major Elective for Major
First Class	Engineering Sequence #3	Elective	Elective	Law	Mil Art	Elective for Major
	Elective	Elective	Integrative Experience	Elective	Mil Art	

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America's Best Colleges 2003

Best undergraduate Engineering Programs:

1. Rose Hulman Institute of Technology (IN)
2. Harvey Mudd College (CA)
3. Cooper Union (NY)
4. USMA & USAFA (tied)



Civil Engineering: USMA ranked 2nd

Mechanical Engineering: USMA ranked 5th

ABET Accreditation



USMA ranked 7th among undergraduate schools with toughest admissions

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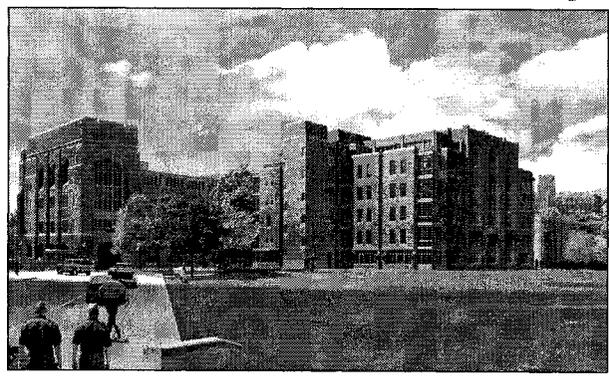
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Jefferson Hall Update



Concept Design

- 35% Nov 02
- 65% Feb 03
- 100% Mar 03
- Request/receive Code 6 funding after 35% design

Construction: August 04 – April 06

Library Move: June 06 – Aug 06

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USMA Assignment : Benefits

- ◆ A USMA tour offers young officers the opportunity to develop strategic career skills
- ◆ Rotating faculty and staff from all branches encourage cadets to choose their branches and assignments
- ◆ Fully funded Advanced Civil Schooling required for a USMA tour assists branches in educating and retaining their officers

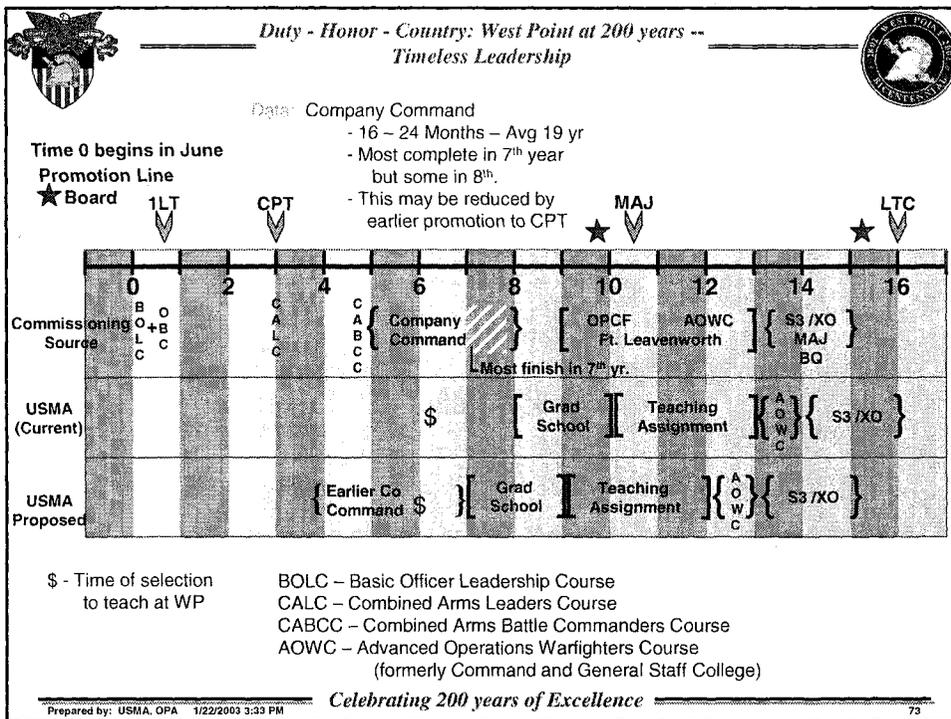


USMA Assignment : Concerns

- ◆ Time line management for Branch Qualifying assignments as an O4.
- ◆ Branch assignment advice may discourage officers from joining the USMA faculty

Perception: assignment to
USMA damages careers!!

- ◆ Intermediate Level Education
 - Compressed time line: Officers have more to do in less time
 - Officer Education System not yet fully integrated into OPMS III



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Impact of West Point Tour on USMA Faculty

- West Point remains a career enhancer for non-operations career field
- Operations Career Field Officers may not choose USMA due to career concerns: Bad for USMA & Army
- USMA must select faculty earlier – no command OER in some cases
- Officers late to company command are at risk if they come to West Point
- West Point faculty must go directly to branch qualifying job after CGSC
- USMA actively involved in finding solutions

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USMA vs. Army Average

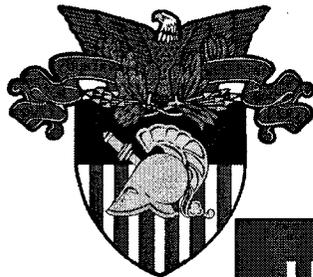
Major	BZ	Much Better
Major	PZ	Slightly Better
Command and Staff College Better		Slightly
Lieutenant Colonel	PZ	Slightly Better
Bn Command		Slightly Worse
Senior Service College		Slightly Better
Colonel	PZ	Slightly Better

**** BZ promotions to LTC and COL are both slightly worse than Army average.**

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USMA ADMISSIONS The Corps Starts Here

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

Prepared by: USMA, DAD

Duty, Honor, Country

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DAD MISSION

- 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: leaders (20-25%), soldiers (12-15%), athletes (20-25%), scholars (20-25%), minorities (20-25%), and women (10-12%).



Admissions Data Recruiting Funnel in Recent Years

Category	CI 2006	CI 2005	CI 2004	CI 2003	CI 2002
As Of:	Final	Final	Final	Final	Final
Applicants	10841	9895	10890	11471	12442
ODIA Interest*	1511	1550	2942	3576	3673
Nominated	3816	3761	3994	3986	4243
Qualified	2134	2116	2321	2160	2088
Offered	1426	1494	1543	1483	1516
Enrolled:	1202	1189	1188	1134	1246

Bottom Line: ODIA screening better
Non-athlete Files Up

*Mid-Dec each year



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CLASS COMPOSITION GOALS

<u>Categories</u>	<u>Goals</u>	2006		CI 2005	CI 2004	CI 2003	CI 2002
		<u>Accepts</u>		<u>Accepts</u>	<u>Accepts</u>	<u>Accepts</u>	<u>Accepts</u>
Leaders	20-25%	336	28%	288	291	254	286
Soldiers	12-15%	201	17%	228	234	203	212
Athletes	20-25%	212	18%	226	241	220	279
Scholars	20-25%	271	23%	238	226	264	260
African Americans	10-12%	74	6%	100	103	92	113
Hispanics	5-7 %	81	7%	71	92	99	55
Other Minorities	4-6%	118	10%	110	90	101	103
Women	10-15%	199	17%	192	195	189	192
Native Americans	N/A	10	1%	10	10	4	8

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Admissions Snapshot

Class	2006	2007
As Of:	25 Oct 01	24 Oct 02
Total	8559	10005
Men	6625	7800
Women	1934	2205
Active ODIA Int	1679	1459
Minority (B)(H)	2447(750)(403)	2737(802)(496)

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Class Profiles

Consistency of Quality Over Time

	<u>CI 2006</u>	<u>CI 1981</u>	<u>CI 1971</u>
Top 20% of High School Class	75%	73%	77%
Valedictorians	7%	6%	6%
Boys/Girls State	20%	21%	31%
Eagle/Gold Award Awardees	13%	15%	27%
Scouting Participants	48%	55%	62%
Team Captain	59%	44%	52%
Varsity Letter Winners	87%	83%	66%
Mean SAT:	V 626 M 649	V 610* M 630	V 630* M 650
Graduation Rate:	CL01-79%	65%	69%

* SAT scores recentered to new standard for comparison purposes

Class quality remains constant in both short and long term.



What's Different This Year

- Stood Up Nomination Section at USMA
- Congressional Redistricting
- Record Yield Last Year – Moving Cautiously for 07
- African-American Numbers Back Up
- Two New Recruiting Films (Leaders & Prep)
- GAO Study of Service Academy Admissions



GAO STUDY – Service Academy Admissions

Objectives:

- 1) Evaluate the Department of Defense’s (DOD) oversight of the military academies.**
- 2) Determine the extent to which DOD, the services, and the academies have conducted studies on academy admissions practices, quality issues, morale, and the career progression of academy graduates.**
- 3) Assess how admissions criteria are being applied for various groups of academy students, and assess the performance and treatment of these groups while at the academies.**
- 4) Obtain survey information on the general perceptions of academy students and faculty on quality of life issues.**



ROTC Cooperation

- All Admissions Materials & Events stress ROTC opportunity – links to ROTC in all Mail & Internet Programs**
- New 4 Year ROTC Scholarship Program – Tier I Schools**
 - No Impact on USMA Admissions**
 - (USMA Helps ROTC Make Mission)**
- Data transfers to Cadet Command**
 - USMA sends thousands of candidates names to ROTC**

Bottom Line: Good for the Army

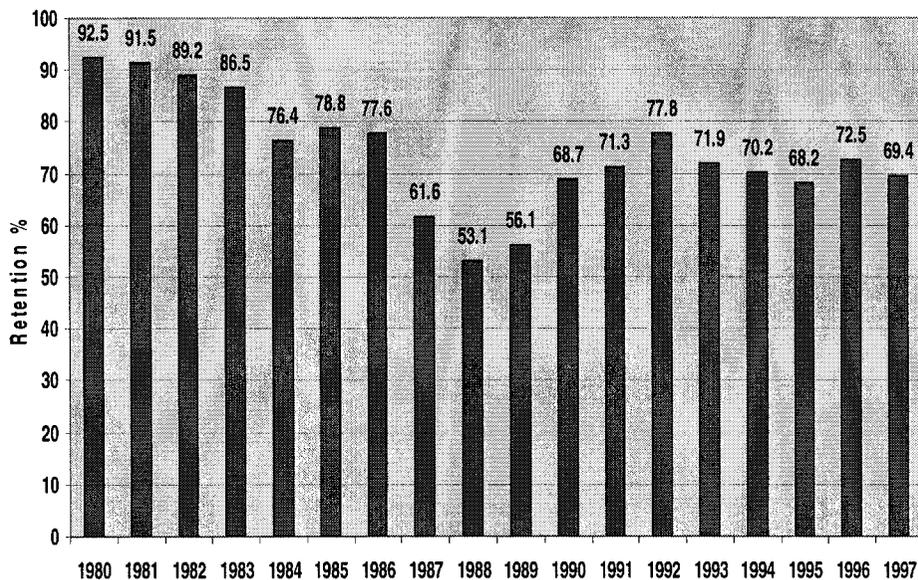


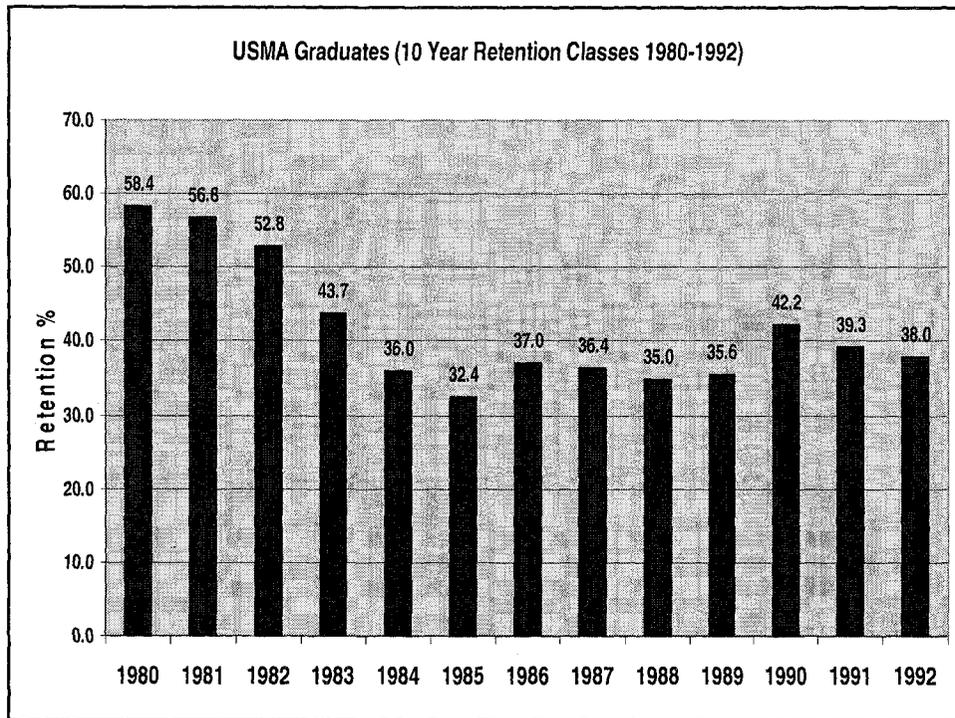
Congressional Nominations

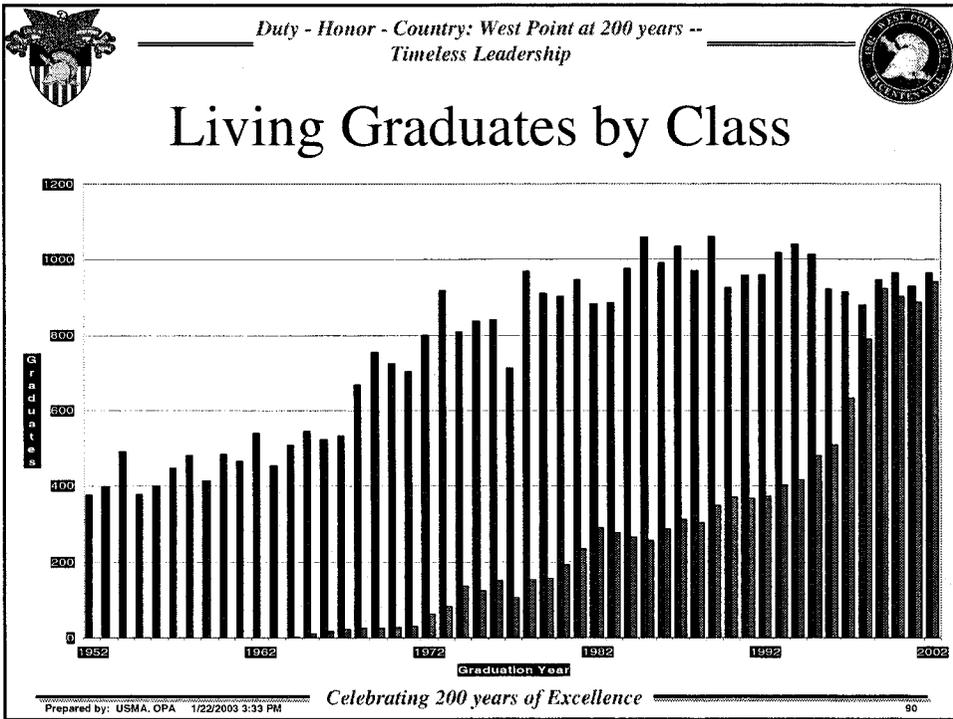
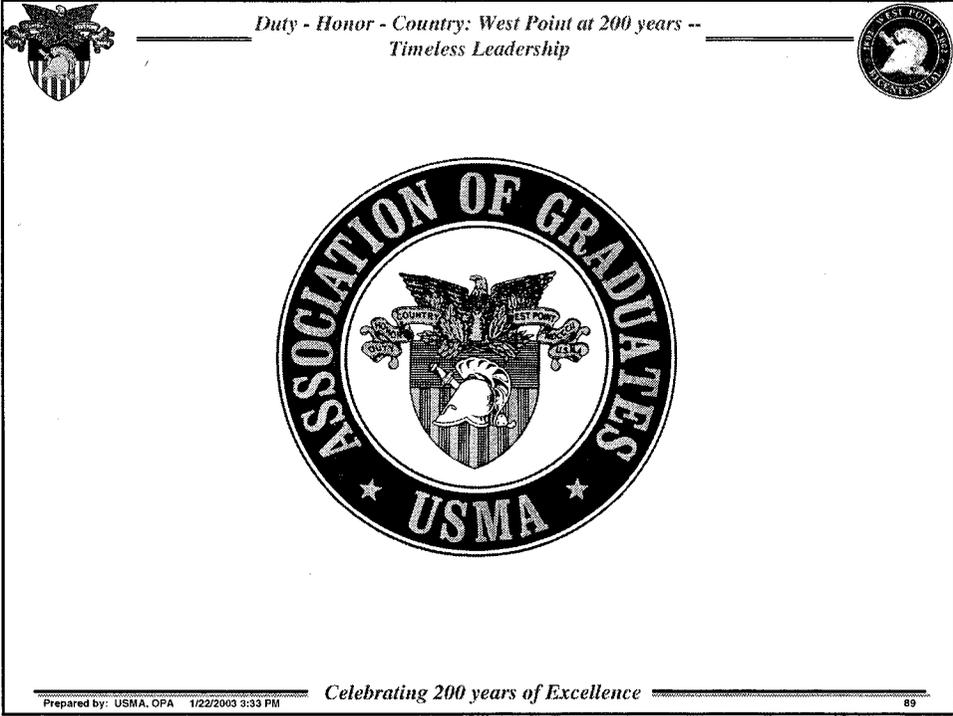
Success Story:

- Only 12 Members of Congress Did Not Nominate (CL2006)
- 18 Member Did Not Nominate for CL2005
- Direct Coordination between USMA Admissions & Congressional Staffs
- Nomination Section Now at USMA (moved up from DC)

USMA Graduates (5 Year Retention Classes 1980-1997)









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Living Graduates	43,215
Civilians (Ages 22-70)	23,728
Civilians (occupations known)	12,679
Medicine	476
Education	663
Government	747
Law	639
Not-for-Profit	133
Clergy	64
CEOs, Chairs, Presidents	1,338

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Richard A. Behrenhausen '61	Chairman & CEO, Robert R. McCormick Tribune Foundation
Michael W. Grebe '62	President & CEO, Lynde and Harry Bradley Foundation
Roland C. Smith '78	President & CEO, AMF Bowling, Inc.
Ronald J. Naples '67	Chairman & CEO, Quaker Chemical Corp.
William P. Foley '67	Chairman & CEO, National Info. Solutions and Fidelity National Info. Solutions

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Mark B. Hoffman '69

President and CEO, Commerce One

George A. Schaefer '67

Chairman & CEO, Fifth Third Bancorp

Vincent J. Viola '77

President, New York Mercantile Exchange

Thomas A. Petrie '67

Chairman & CEO, Petrie, Parkman & CO

Marshall O. Larsen '70

President & COO, Goodrich Aerospace

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Office of the Directorate of Intercollegiate Athletics (ODIA)



ARMY ATHLETICS

“An Army of Won”

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Athletic Department Program Goals

- **Competitive Excellence**
- **Sportsmanship**
- **Equity**
- **Leader Development through Sports**
- **Academic Excellence**

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INTERCOLLEGIATE TEAMS

FALL (8)	MEN	WOMEN	
	Cross Country Football Soccer Sprint Football	Cross Country Volleyball Soccer Tennis	
WINTER (10)	MEN	WOMEN	COMBINED
	Basketball Swimming/Diving Track (Indoor) Gymnastics Hockey Wrestling	Basketball Swimming/Diving Track (Indoor)	Rifle
SPRING (7)	MEN	WOMEN	
	Baseball Track (Outdoor) Golf Lacrosse Tennis	Softball Track (Outdoor)	

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"ARMY" TRANSFORMATION

- Coaching
 - Eliminate Instructor Coach Model
 - Hire full NCAA compliment of Coaches
- Facilities
 - Provide the best environment to teach, practice & compete
 - 30 Major Projects over \$60 M
 - Combined Army and Gift Funded effort
- Recruiting
 - Fewer JV teams & reduced squad sizes dictate lower volume
 - Lower volume increases ability to recruit higher quality athletes
- Resourcing
 - Army & Private Giving; established new competitive sustainment level

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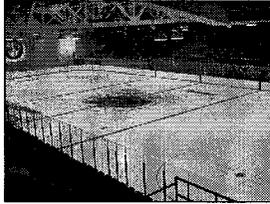
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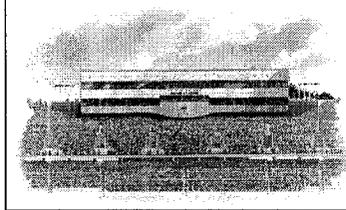
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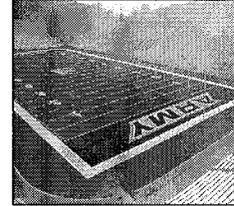
IMPROVING FACILITIES



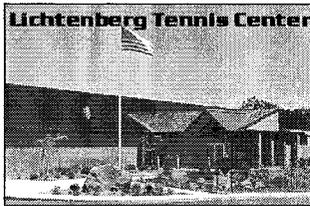
Tate Rink



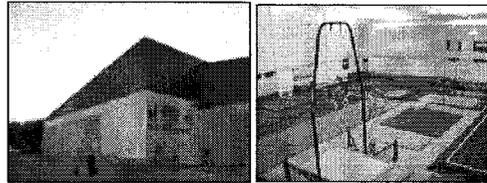
Hoffman Press Box



Blaik Field Turf



Lichtenberg Tennis Center



Gross Sports Center

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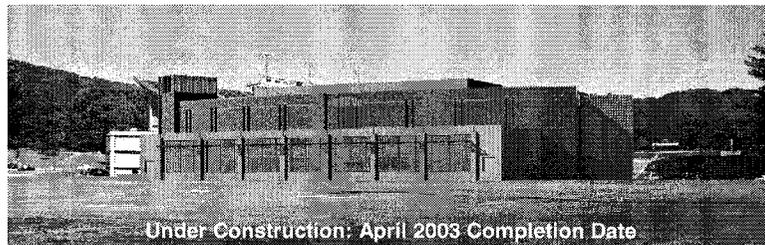
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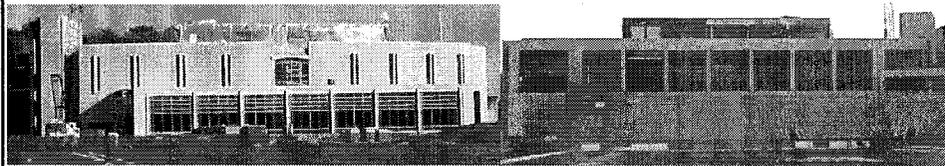
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Kimsey Athletic Center



Under Construction: April 2003 Completion Date



Nov 2002: 70% Complete

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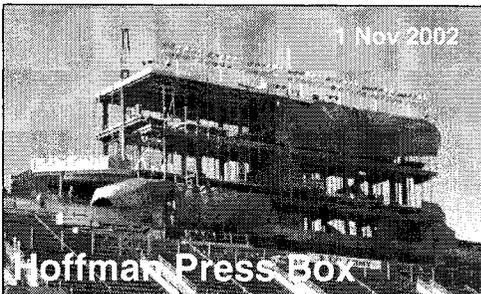
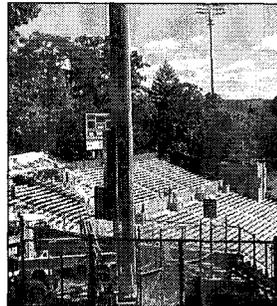
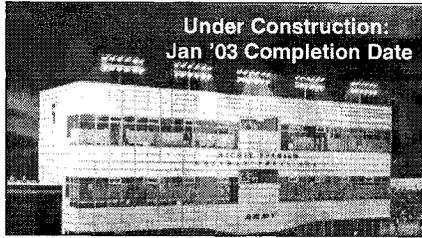
100



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



Michie Stadium



- Two Level Lighting;
- Practice
 - Game - TV Quality

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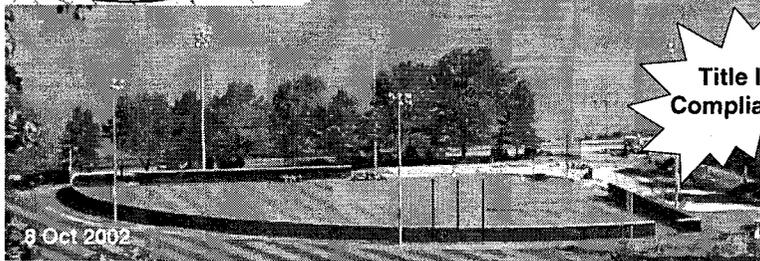
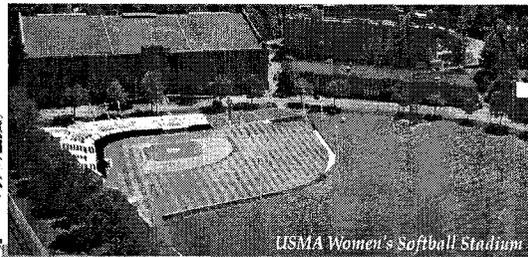
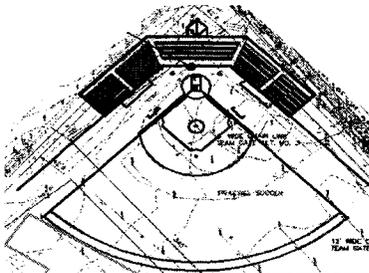
101



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



Women's Softball Field



**Title IX
Compliance**

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Timeless Leadership



Army vs. Navy Recent Trend

1997/98	6-26	19%
1998/99	8-24	25%
1999/00	10-24-1	29%
2000/01	12-23	34%
2001/02	11-19-1	37%



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103



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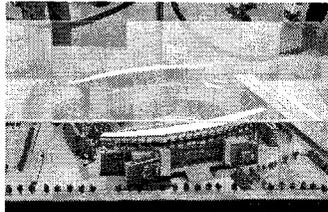
ARMY-NAVY GAME Future Sites

2001



Veterans Stadium
Philadelphia, PA

2003

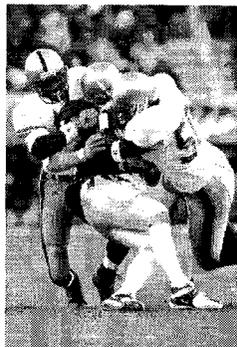


New Eagles Stadium
Philadelphia, PA

2002



Giants Stadium
Meadowlands, NJ



2004 and Beyond

Boston ? NY?
Philly? ? D.C.?

Baltimore?
Pittsburgh?
Cincinnati?

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BEAT AIR FORCE!!



BEAT AIR FORCE!!

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105



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



February 2003

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

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

May 15, 2002

LETTER OF APPOINTMENT

Under the provisions of paragraph 1.04 of the Rules of the Board of Visitors, at the May 15, 2002 meeting, the following members were appointed as the Executive Committee of the United States Military Academy Board of Visitors:

Senator Jack Reed, Chairperson
Congresswoman Sue Kelly, Vice-Chairperson
Congressman Charles Taylor
Congresswoman Ellen Tauscher
RADM (R) Marsha Evans
BG (R) Gilbert Baca
Ms. Robin Umberg

The members of the Executive Committee shall serve for a period commencing with their appointment until 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 cursive script that reads "Ed Clarke".

EDWARD C. CLARKE
Executive Secretary
United States Military Academy
Board of Visitors

**MATERIALS FURNISHED TO
THE 2002 BOARD OF VISITORS**

Report of the 2001 Board of Visitors

ORGANIZATIONAL MEETING

Presentations/Handout Materials:

Superintendent's Issue Updates
Academic Program Update
Military Program Update
Rules of the United States Board of Visitors

MAY MEETING

Read Ahead Material:

Summarized Minutes from February 2002 Meeting

Presentations/Handout Materials:

Superintendent's Issue Updates
Academic Program Update
Military Program Update
Athletic Program Update
Admissions Program Update

JULY VISIT

None

NOVEMBER MEETING

Read Ahead Material:

Summarized Minutes from May 2002 Meeting
USMA Responses to the 2001 Recommendations to the Board

Presentations/Handout Materials:

Superintendent Update
Academic Program Updates
Military Program Updates
Admissions Update
Association of Graduates Update
Office of the Director of Intercollegiate Athletics 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.

