

UNITED
STATES
MILITARY
ACADEMY

WEST POINT, NEW YORK

REPORT
of the
BOARD OF VISITORS

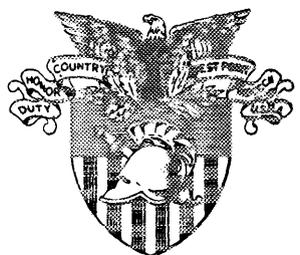
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BOARD OF VISITORS
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK 10996

20 November 1978

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

Forwarded herewith is the 1978 Annual Report of the Board of Visitors to the United States Military Academy. This report records the Board's finding and recommendations concerning the state of health of the Academy during the past year. With the support and encouragement of the Secretary of the Army and the Chief of Staff of the Army, the Board has more actively sought to carry out its responsibilities under the law. Recognizing the breadth of important matters confronting the Superintendent and his staff, we felt it prudent to limit our attention to those aspects of the Military Academy which are receiving priority attention by the West Point leadership. In an effort to focus on several specific functional areas at the Academy, such as academics, the Academy's Honor System, and cadet summer military training programs, the Board visited West Point on three separate occasions, a special Executive Committee meeting was convened and individual Board Members made personal visits to the Academy so as to gain a better understanding and insight into those areas of Academy life with which they were most concerned. These visits, the Board Members unanimously agree, have enabled them to gain a broader, more detailed knowledge of the Academy and thereby provide better advice to the Superintendent and to you.

We are deeply grateful to have had this opportunity to serve our Nation's Military Academy and are pleased to report that the state of West Point is good.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Douglas P. Bennett", written over a horizontal line.

DOUGLAS P. BENNETT
Chairman
1978 United States
Military Academy
Board of Visitors

ANNUAL REPORT OF THE BOARD OF VISITORS
OF THE
UNITED STATES MILITARY ACADEMY, 1978

West Point, New York, 20 November 1978

THE PRESIDENT OF THE UNITED STATES:

Sir:

1. APPOINTMENT AND DUTIES OF THE BOARD. The Board of Visitors to the United States Military Academy was appointed in accordance with the provisions of Section 4355 of Title 10, United States Code. It is the duty of the Board to inquire into the morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

2. MEMBERS OF THE BOARD.

Senators

Jake Garn, Utah

Mark O. Hatfield, Oregon

J. Bennett Johnston, Jr., Louisiana

Daniel P. Moynihan, New York

Representatives

Benjamin A. Gilman, New York

Clarence D. Long, Maryland

Elford A. Cederberg, Michigan

John M. Murphy, New York

Thomas J. Downey, New York

Presidential Appointees

Mr. Douglas P. Bennett, Attorney at Law, Washington, D.C. (Appointed in 1977 to serve through 1979).

Major General George H. Olmsted, USAR (Ret), President and Chairman of the Board, International Bank, Washington, D.C. (Appointed in 1975 to serve through 1978).

Mrs. Helen N. Wilkins, President, Servo-Tek Products Company, Hawthorne, New Jersey (Appointed in 1975 to serve through 1978).

Mr. Robert M. Kaufman, Attorney at Law, Partner, Proskauer Rose Goetz and Mendelsohn, New York, New York (Appointed in 1977 to serve through 1979).

Mrs. Whitney Young, Chairman, Board of Directors, Whitney M. Young, Jr. Memorial Foundation, Inc. (Appointed in 1978 to serve through 1980).

Mr. Harry Baxter, President, Schoff & Baxter, Inc., Burlington, Iowa (Appointed in 1978 to serve through 1980).

3. EXECUTIVE SECRETARY.

Lieutenant Colonel Kermit M. Henninger, Special Assistant to the Superintendent for Policy and Planning, USMA, was appointed Executive Secretary to the Board.

4. PRELIMINARY DATA.

Certain reports and informational material were mailed to each Member of the Board prior to the scheduled sessions. A list of material so furnished is shown as Appendix 1.

5. PUBLIC NOTICE.

In accordance with Section 10(a) (2) of the Federal Advisory Committee Act (Public Law 92-463), notice of the meetings was published in the Federal Register. Local notice was provided to the West Point Community and Corps of Cadets by newspaper and bulletin notices.

6. PROCEDURES.

Under the provisions of Section 10(b) and (c) of the Federal Advisory Committee Act (Public Law 92-463), the detailed minutes of each meeting of the Board, certified by the Chairman, and its records, reports, drafts, letters, working papers and other documents are available for public inspection in the Office of the Executive Secretary, Board of Visitors, United States Military Academy.

7. CONVENING OF THE BOARD.

a. Increased Role of the Board

Developments surrounding the United States Military Academy over the past two years convinced the Board of the need to be more effective in providing independent monitorship of Academy actions. The work of the Borman Commission and the Final Report of the West Point Study Group provided a unique opportunity for the Board to focus on several issues germane to the effective operation of the Academy. Accordingly, the Members of the Board determined a need for two additional meetings at West Point this year in order to become more knowledgeable about Academy programs

and thereby make a more significant contribution during this unique period in West Point's history. The Secretary of the Army applauded the Board's plans to focus its scope of interest at future meetings and indicated support for individual Members focusing on specific areas of interest within the Academy program. It is through this increased role and focus that the Board hopes to be more efficient and effective in providing independent advice to the Superintendent and the President.

b. March 16-17, 1978, West Point, New York. The first of the Board's visits focused on (1) briefings and discussions of actions taken by the Academy on recommendations in the Final Report of the West Point Study Group and (2) the adoption of Rules of the Board of Visitors.

The Board Members present unanimously elected Mr. Douglas P. Bennett *Chairman of the 1978 Board.* In view of the expected broader and more active role of the Board, the Members elected Mr. Harry Baxter as Vice Chairman.

Summarized minutes of the March meeting are included at Appendix 2, with Exhibits A through F. All sessions at West Point were open.

c. July 26-29, West Point, New York. The second visit was a three-day long meeting at which the Board concentrated on Cadet Summer Military Training. Briefings and discussions were also included on the work of the Superintendent's Honor Review Committee, major construction programs, the performance of women cadets and the intercollegiate athletic programs.

Summarized minutes of the July meeting are included at Appendix 3, with Exhibits A through D. All briefings and sessions were open.

d. September 28-30, West Point, New York. The third phase consisted of the annual visit to the Military Academy as required by 10 USC 4355. The Board convened at West Point on 28 September and conducted its business at the Military Academy all day 29 and 30 September. The program followed by the Board during this visit is at Appendix 4. The Board Members were furnished a copy of the status of previous Board recommendations (Appendix 5). All sessions were open.

Presidential appointees Bennett, Wilkins, Kaufman, Young, and Baxter were present for the entire visit. During the meeting Mr. George Kuhn and Ms. Jean O'Neil, Senior Staff Members, represented Senator Moynihan and Congressman Long, respectively. Congressmen Murphy and Gilman were present for parts of this session. A special legislative session prevented other Congressional Members of the Board from attending.

The Superintendent commended Mrs. Helen N. Wilkins and MG George Olmsted, USAR, Retired, upon completion of their three-year tour as Presidential appointees to the Board. He noted their unselfish dedication, wise counsel, and strong commitment to the ideals of West Point and expressed sincere appreciation for a lasting contribution to the Military Academy during some turbulent times in which profound changes have taken place at West Point.

The primary focus of this visit was the Academic Program. Brigadier General Smith, the Dean of the Academic Board, reported on the newly implemented curriculum. A summary of this discussion and briefing is contained in paragraph 10e of this report. Additionally, the Board Members visited with members of the academic departments and attended classes. The Board recognizes that the September meeting provided only a limited opportunity to review the new curriculum in its transitory phase; however, they were favorably impressed with the scope and direction of changes.

The Board Members also received a preliminary analysis of cadet attrition by Major Wilson of the Cadet Counseling Center. A summary of this briefing is included in paragraph 10d of this report.

The final session focused on the conclusions and recommendations for the Annual Report to the President which had been developed by the Executive Committee of the Board. The Board Members present approved the conclusions and recommendations contained in paragraph 9 of this report. The summarized minutes of the March and July meeting (Appendices 2 and 3) were unanimously approved by the Members present for inclusion in the Annual Report to the President. The Members present also voted to have its initial meeting for 1979 in March/April at West Point.

A verbatim transcript of the September meeting was prepared and has been filed in the Office of the Executive Secretary, Board of Visitors, United States Military Academy.

It should also be noted that the Executive Committee of the Board of Visitors convened on 19 September 1978 in Washington, D.C. for the purpose of preparing final recommendations of the Board's views for inclusion in the Annual Report to the President of the United States.

8. STRUCTURE OF THIS REPORT.

The remainder of this report consists of seven parts:

- a. Paragraph 9, immediately following provides the conclusions and recommendations of the 1978 Board.
- b. Paragraph 10 provides a discussion summary of major Board considerations during the three visits to West Point.
- c. Appendix 1, a list of materials furnished Board Members prior to scheduled session.
- d. Appendix 2, Summarized Minutes of March meeting, with Exhibits A through F.
- e. Appendix 3, Summarized Minutes of July meeting, with Exhibits A through D.
- f. Appendix 4, Program for September meeting, with Exhibit A.
- g. Appendix 5, Report on Presidential Advisory Committee Recommendations, 1977 and 1978, with Exhibit A.

9. CONCLUSIONS AND RECOMMENDATIONS

a. General Conclusions:

Based upon its personal observation of the staff and faculty during its three visits to West Point, the Board concludes that the Military Academy's senior personnel and its staff and faculty are discharging their responsibilities in an outstanding manner. It has been a long hard effort and a very busy year for all. Their dedication to improving the institution has been selfless and superb. The Board commends the Military Academy for the timely changes already instituted and for establishing a carefully constructed approach to the longer range, more complex issues it faces.

Specifically, the Board wants to extend its sincere appreciation to General Goodpaster for his willingness to take on the assignment of Superintendent at this time, and for his personal efforts in reinforcing the traditional objectives of West Point. His contribution is particularly important considering the importance the Academy plays providing soldier-leaders for our country.

The Board also wishes to acknowledge its gratitude and appreciation for the dedicated service of COL Dana G. Mead during his tenure as Executive Secretary of the Board of Visitors. He has been instrumental in the planning, conduct, and continued effectiveness of the Board during a period of expanded activity. The Board Members have been impressed by the professional execution of his duties, his dedication and good humor. As he retires after 21 years of service, the Board wishes to convey its appreciation and best wishes in his new career.

b. Indoor Athletic Facility

(1) Conclusions:

The Board has noted that significant progress was made this year toward upgrading of essential athletic facilities necessary to achieve high quality instructional, intercollegiate, and intramural athletic programs. The completion of the field-house rehabilitation, authorization and funding of the projects for outdoor athletic facilities, and the rehabilitation of Michie Stadium and the gymnasium will greatly assist in relieving the existing shortage of adequate facilities. The Board considers it essential that the remaining project in this program, the Indoor Athletic Facility, be constructed as soon as possible in order that adequate facilities are made available to accommodate winter sports training programs, to include the planned expansion of women's programs.

(2) Recommendations:

That the Department of the Army and Department of Defense vigorously support the construction of an Indoor Athletic Facility to provide a 6,000 seat basketball arena and a 3,500 seat hockey arena with appropriate participant and spectator support.

c. Visitors Information Center

(1) Conclusions:

The Board has been informed that due to competition with other projects, the Visitors' Information Center has been shifted to the FY 82 MCA Program. Furthermore, administrative constraints and local political opposition may further delay efforts to pursue construction. The Board members expressed support for settling on a firm date and commencing the construction as soon as possible. The problem of the proper reception and handling of the vast numbers of people who visit West Point annually (currently 2+ million per year) has been a matter of deep concern to previous Boards of Visitors. The Board noted that West Point is a national institution, belonging to all of our people, and believes it holds a special place in their expectations and aspirations. While many buildings and areas of scenic interest enhance the institution in the eyes of its visitors, one impressive, functional, and adequate Visitors' Information Center can serve as a fitting introduction. The Board has also noted that delay in the construction of the Visitors' Information Center may adversely impact upon the donation of private funds to be used for the construction of a new museum planned as an adjacent facility.

(2) Recommendations:

(a) That the Department of the Army strongly support the funding and construction of the Visitors' Information Center urgently required to adequately provide for the increase of visitors.

(b) The Board further recommends that the Military Academy explore alternative financing through other sources and that the Academy seek to promptly solve the budgetary, administrative, and political problems confronting the Visitors' Information Center so that private funds which may be available for the museum project may be utilized.

d. Jewish Chapel

Conclusion: The Board noted current ongoing efforts to build a Jewish Chapel at West Point. Funds are being raised through private sources to build on a preselected site prominently located between the present Cadet and Catholic Chapels. Such a structure will add significantly to the physical appearance of the Academy and certainly enhance the morale and religious education of the West Point community. The Board wants to offer whatever assistance it can for the timely completion of this worthwhile project.

e. The Visiting Educator Program

(1) Conclusions:

The Visiting Educator Program has proved invaluable to the Military Academy in the admissions procedures that help insure highly-qualified, well-informed and motivated candidates by acquainting high school

counselors with the USMA curriculum and program. Early in their deliberations the Board Members recognized the value of retaining this program in order to maintain and increase the quality of candidates applying to West Point. Timely efforts by the Board resulted in Congressional restoration of the program for FY 79. The Members are pleased at this action by Congress and urge reinstatement of the program as soon as practical.

f. Minority Recruiting

(1) Conclusions:

Based on COL Rogers briefing during the March Informational Meeting, it is evident that the Academy has continued its crusade to get a special message across to the minority and disadvantaged youth of our nation but acknowledges it needs to do more and do better in this field. The Board recognizes there is a small pool of qualified minority candidates and that the other Service Academies and prestigious colleges and universities are recruiting the same highly-qualified candidates. The Board further recognizes that it is not for lack of strong purpose that the Academy has not made substantial progress in this area. Special thought will be given to this area by Board Members in the future.

(2) Recommendation:

That the Academy continue its special efforts to encourage qualified minority and disadvantaged youth to enter West Point and explore additional methods of reinforcing current approaches.

g. Nomination Process

(1) Conclusions:

Though the Board recognizes the highly competitive nature of the nominating process and recruiting endeavors, it remains concerned that the specific interpretations of the nominating processes may work to the disadvantage of the Military Academy and the individual candidates. More specifically, the difficulty is obtaining nominations for highly-qualified candidates. Congressmen without a vacancy in a given year are not permitted to make nominations. This deprives the service academies from considering a large pool of highly-qualified candidates.

(2) Recommendations:

(a) That the BOV encourage Senators, Representatives and Delegates to adopt a more flexible approach that would allow nomination of outstanding candidates without the rigid cutoff dates now imposed in many states.

(b) That the BOV explore the possibility that Senators, Representatives and Delegates who do not have a vacancy in a given year be permitted to nominate up to nine alternates for competition on the Qualified Alternate list.

h. Service Obligation of Separated Cadets

Conclusions: At the July meeting the Deputy Commandant reported that the Military Academy had recommended to the Department of the Army that cadets separated in their first and second class years be placed in the reserve component rather than on active duty. The Board recognized and supported the Academy recommendation in this regard. Through the efforts of the Secretary of the Army, the DOD Directive was changed to allow the service secretaries discretion in this matter. Normally, cadets separated in their first and second class years will be placed in a reserve component; however, each individual case will be judged on its merits. The Secretary of the Army retained the authority, if appropriate, to order separated cadets to active duty in an enlisted status. The Board applauds the Secretary of the Army for his aggressive action on the part of the Military Academy.

i. Five-Year Service Obligation

(1) Conclusions:

In the July meeting, the Superintendent raised the issue of reducing the active service obligation from five years to four years. A perception exists that the present five-year obligation is a factor which may operate to reduce motivation towards completion of the Academy program and indeed may operate as a deterrent to acceptance of cadet appointments. The Board noted that relaxation of this commitment might have a positive effect on the recruitment and retention of high-quality candidates. The Board noted that the Academies' Superintendents had opened discussions on this subject and indicated that this issue would be a matter the Board would be willing to review at a meeting in 1979.

(2) Recommendation:

The Board encourages the Academy to survey nominated candidates and admitted cadets to determine the effect the five-year obligation has on acceptance of an appointment and retention as a cadet.

j. Medical Education for USMA Graduates

Conclusion: The Board noted the critical shortage of doctors in the armed services and inquired into the possibilities for medical-education opportunities for USMA graduates. Currently, there are two fully funded sources which produce physicians for the Army: the Department of Defense Uniformed Services University of Health Sciences and the Department of the Army Health Professions Scholarship Program. The Department of Defense recently ruled that up to two percent of each USMA

graduating class may attend medical school immediately following graduation. The Board has long recognized the commitment to service of academy graduates and commends this opportunity for them to fill a critical need of the armed services.

k. Honor Matters

(1) Conclusions:

At the Spring, Summer, and Fall 1978 meetings, the Board was concerned about the changes in and cadet commitment to the Honor System. The Board strongly supports the Honor Code concept at West Point and the ongoing efforts to strengthen the Honor System. Of particular concern to the Board was the Honor Survey conducted by the Superintendent's Honor Review Committee which indicated a wide range of cadet attitudes towards the Honor System.

(2) Recommendation:

That the Academy continue to study and to evaluate the Honor Code and the Honor System so that a full report and analysis can be presented at the Spring 1979 meeting of the Board. This report should include a detailed analysis of the effect of "discretion" being exercised by the Superintendent and of the effect and implementation of "due process" considerations.

l. Performance of Women Cadets

(1) Conclusions:

In its 1976 and 1977 Reports, the Board indorsed the Academy's preparation for and the integration of women cadets into the Corps. Reports of the first two years experience tend to confirm the Board's previous expression of confidence. The Board concluded from its observation of summer training and briefings concerning the academic-year programs that the Academy is doing admirably in this area. Women have been integrated into every facet of cadet life and comply with the same requirements, with the notable exceptions that special performance standards have been established in the physical training area and some of the physical aspects of military training. Evaluation of the academic performance of men and women shows that overall, considering all grades in all courses, there is no difference in grade distribution between men and women. Although there has been a trend towards more positive acceptance of individuals based on talents and personal merit, the Board shares the Academy's concern regarding the attitude toward the acceptance of women. The key to a positive regard for women's performance rests in the women's meeting standards, as rigorous as, if in certain areas of physical training different from, those met by male cadets--and, so long as equal rigor is maintained, this practice does not imply lower standards. The Board concluded that programs should be carefully evaluated for a longer period of time before any additional significant changes are initiated. The Board also noted that the women cadets should be provided more timely information on their roles as commissioned officers upon graduation into the Army. As a related matter, the Board noted the Academy's efforts to increase the number of women on the staff and faculty.

(2) Recommendations:

(a) That the Academy continue to evaluate carefully the experience of women cadets and that adjustments be made as experience warrants. Specifically, the Board requests a progress report during one of the 1979 meetings focusing on the acceptance of women and on an evaluation of physical-performance requirements.

(b) That the Department of the Army provide guidance to the Academy, as soon as possible, on those branches/specialties which will be available to women cadets. This guidance should also include the projected branch/specialty quotas.

(c) Department of the Army and the Academy should continue efforts to increase the number of women on the staff and faculty.

m. Summer Military Training

(1) Conclusions:

Based on the three-day Summer 1978 meeting which focused on Summer Military Training, the Board concludes that the Cadet Basic Training and the Cadet Field Training are invaluable in fulfilling the mission of the Military Academy. The professionalism of the officers, noncommissioned officers, and cadet cadre was exemplary. Each phase of this training was carefully planned, vigorously executed, and thoughtfully evaluated. The Board also noted that the women cadets of the Class of 1980 were receiving their first leadership experiences with Active Army units.

(2) Recommendation:

That, during a Board visit in 1979, the Academy present an evaluation of the women's leadership experiences during Second Class Summer Training.

n. Cadet Diet/Weight

(1) Conclusions:

Several Members of the Board question the selection of food served in the Cadet Mess as having a very high percentage of carbohydrates and a low availability of vegetables and salad. It appears that many cadets are gaining substantial weight after arrival and during subsequent years at the Academy. There appears to be a tendency to eat substantial amounts of food under the rigorous requirements present in the Academy's environment.

(2) Recommendations:

(a) That the Department of the Army make available the best experts to assist in the long-term evaluation of cadet diet.

(b) Efforts should be increased to monitor and counsel those cadets who are overweight by Army standards.

o. Visiting Professor Program and Civilianization of Faculty

(1) Conclusions:

The Board noted the Academic Board's approval to increase the number of visiting professors to 13 for AY 79-80. The Superintendent indicated a need for a subsequent evaluative period on the implications of the program after the goal of 13 was achieved. The Board also noted the Military Academy has increased the number of other civilian scholars serving as visiting researchers, consultants, and guest lecturers. A number of the Board Members believe that the Academy should take greater advantage of the many top-quality civilian educators from the academic world to provide a broad-based education and that a much greater effort must be made to increase civilian representation on the Academy's faculty.

(2) Recommendation:

That the Superintendent keep the Board informed of his progress in expanding the Visiting Professor Program and increasing other civilian representation on the faculty.

p. Academics

(1) Conclusions:

Members have been favorably impressed with the scope and direction of curriculum changes. The new curriculum reduces the number of required courses. It allows cadets to concentrate more fully in a particular area of interest. The increased flexibility in the program and decreased fragmentation of effort are positive steps which complement the Academy's traditional approach of providing a vigorous, broad-based education to the cadets. In all of these changes, care must be taken to prevent an overloading of cadet time. A large part of a successful academic experience is to have not only the option to pursue areas of scholarly interest but, also, the time.

The Board recognizes, however, that the September meeting provided only an initial opportunity to review the new curriculum and assess its strengths and weaknesses.

(2) Recommendations:

(a) That the Academy continue its detailed planning and evaluation of the new curriculum and counseling efforts especially during the transition period before full implementation.

(b) That the Board review the curriculum again at a meeting during 1979.

q. Cadet Attrition

(1) Conclusions:

The Academy's motivational programs in military training, moral-ethical development, the new academic curriculum, and the revised academic counseling program for Academic Year 1978-79 were improvements noted which may have a positive effect on cadet attrition. The enhancement of academic, military, and moral-ethical programs should continue to be a top priority by Academy officials. Efforts to raise standards of "excellence" could somewhat increase attrition. The Board recognizes that a certain amount of attrition is desirable. The Board supports the Academy's continued efforts to raise standards but also recommends that continued attention be given to motivational programs to reduce attrition.

(2) Recommendations:

(a) The Board recommends that the Academy continue to evaluate causes of attrition with a view toward increased knowledge of such causes and toward reducing attrition of highly qualified cadets. The review should include, among other areas, the Fourth Class System and Cadet Basic Training.

(b) If possible, the Academy should improve the candidate orientation system to reach out with a personal interview to all nominated candidates.

r. Public Relations

(1) Conclusions:

The public image of the Academy is critical to the recruitment of outstanding candidates and staff and faculty for an institution that plays a vital role in developing soldier-leaders for this Nation. The Board is concerned that the Academy has not taken advantage of the positive aspects of West Point in actively presenting a favorable public image. Consequently, there remains an undercurrent of negativeness in media coverage of Military Academy activities. The Board applauds the recent adoption of an Academy regulation which should provide new direction and focus to the public affairs program.

(2) Recommendation:

That in addition to the current duties of the Public Affairs Office, a new emphasis should be placed on positive aggressive public relations.

10. DISCUSSION SUMMARY OF MAJOR BOARD CONSIDERATIONS

a. Women at the Military Academy

The Special Assistant to the Superintendent for Women's Affairs, Major Mary Willis, briefed the Board on women at West Point.

West Point's philosophy towards the admission of women stemmed directly from the law:

"...the academic and other relevant standards required for appointment, admission, training, graduation, and commissioning of female individuals shall be the same as those required for male individuals, except for those minimum essential adjustments in such standards required because of physiological differences between male and female individuals."

All cadets participate in a common education and training program. There are minimum adjustments for women; however, where adjustments are appropriate, women cadets undergo training equivalent to that of the men.

Men and women have performed similarly in the summer training programs with the exception of physical training and some aspects of military training. Although some adjustments were made for women in Cadet Basic Training, these adjustments were minimal, and some women have difficulty in keeping up with the men on conditioning runs and in accomplishing some tasks which require great strength or endurance. Approximately one-third of the women, in the Classes of 1980 and 1981, compared to less than one percent of the men, were unable to complete conditioning runs at the prescribed pace. This past summer, 1978, the fallout rate for women dropped to 13 percent. In addition, this was the first summer women were members of the top running group. In marksmanship training the men have scored higher than women. In hand grenade training, a few of the women do not have the necessary upper body strength to participate in the training.

Cadet Field Training, conducted during the Third Class Summer, provides the cadets orientation and training concerning the combat arms and combat support arms. There are two areas where some women experience difficulty--reveille physical training and recondo, a mini-Ranger course. The reveille runs were adjusted to allow those cadets who were unable to maintain the prescribed pace a 15 second per mile leeway on the return

leg of the runs. Recondo training is the most physically demanding period of training. Additionally, the cadets are placed in a very stressful field training environment to enable them to gain self-control and self-confidence. Cadets must successfully complete hand-to-hand combatives, the 2.5 mile Enduro Run, expedient stream crossings, mountaineering, survival techniques, 72 hours of extended patrolling and a confidence test to receive the coveted recondo patch. During the first summer, women were paired with men for the demanding 2.5 mile Enduro Run. This summer the Enduro Run became an individual, rather than a buddy, event. As a result, only 42 percent of the women passed the Enduro Run, and only 32 percent of the women, compared with 82 percent of the men, received the recondo patch. The data is now being evaluated to determine if the standards should be changed for women. In other areas of the training the women have achieved on a par with the men. Training results from all programs during Cadet Field Training have determined that the initial concern about the women's ability to handle ammo, operate and/or carry machine guns, drive tanks and give commands under noisy conditions proved to be unfounded.

During second class summer, the cadets participate in Cadet Advanced Training. This summer, 1978, was the first year women participated in this program. In Cadet Troop Leader Training the cadets perform in leadership positions in active Army line units. In the Drill Cadet Program they work as assistant drill sergeants in Basic Training and Advanced Individual Training units. Initial evaluation of the women's performance indicates they performed as well as the men and in several cases were singularly outstanding. The women preferred combat support rather than combat service support assignments. During Cadet Basic Training, second classmen performed as squad leaders. In Cadet Field Training they were platoon leaders. An evaluation of the women in these leadership positions determined they performed as well as their male counterparts and were accepted on that basis. It appears that women cadets should have no problem filling leadership roles in the future. In Cadet Military Specialty Training, only two programs had less than a 100 percent completion rate--Airborne and Ranger. In Airborne School, 92 percent of the men and 87 percent of the women completed the course. In Ranger School, which is available to men only, 89 percent of the cadets successfully completed the training. Women achieved a 100 percent completion rate, as did the men, in Jungle Operations, Northern Warfare, Flight, and SERE (Survival, Evasion, Resistance and Escape) training.

An evaluation of the academic performance of the men and women in the Classes of 1980 and 1981 show that overall, considering all grades in all courses, there is no difference in grade distributions between men and women. However, looking at a course-by-course comparison of grades, the men show a slightly better performance, as a group, in engineering-related and military science courses. On the other hand, the women hold a slight edge over the men in foreign languages and English. The women are earning an equal share of the academic honors as distinguished cadets and Dean's List students. In addition, the first woman cadet is participating in the Academy Exchange Program, attending the Air Force Academy this fall.

In Physical Education, men and women participate in a common program of instruction with the exception of women taking the two courses in self-defense in lieu of boxing and wrestling. The women's performance is not measured against the men's, but against their own standards. The performance of women has been as expected. Fourth class cadets have coeducational instruction in swimming and gymnastics. In swimming, the women meet the same standards as the men and perform as well as the men at all levels. In gymnastics, the women's course is modified to eliminate some of the upper-body strength activities, substituting balance and agility exercises.

The upper-class cadets have a variety of coeducational physical activity courses. Grading standards are the same except in those activities where physiological differences between men and women require minimal evaluative adjustments to be made (e.g., in racquetball). The Physical Fitness Tests for each class contain the same test items, but cadet performance is graded using separate men's and women's scales. Only one woman has been separated from the Academy for failure in Physical Education.

Women cadets are not allowed to participate in certain physical contact intramural sports, e.g., football, boxing and wrestling. They do play on coeducational intramural soccer, basketball and volleyball teams. Separate women's events, such as track and swimming, have been added to intramural tournaments. A recently approved policy provides for the central management of the women's intercollegiate sports program by the Directorate of Intercollegiate Athletics. This year there are nine women's intercollegiate teams (basketball, cross country, gymnastics, softball, volleyball, swimming, tennis, indoor track and outdoor track). Basketball is the only varsity sport for women. Women cadets also continue to participate in coeducational club and varsity sports such as rifle, orienteering and skiing.

The primary concern regarding the acceptance of women is in the area of attitudes. There has been a trend toward a more positive acceptance of individuals based on talents and personal merit; however, there is room for improvement. This problem is being addressed in several ways: first, through non-toleration of actions, whether passive or active, which mitigate against the acceptance of women; second, through human-relations training directed toward both the staff and faculty and cadets, designed to engender an understanding of and a commitment to the assimilation of women. An example of the latter is the four-hour conference conducted by the Superintendent in April 1978 for all senior managers at West Point. The purpose of the conference was to examine the Academy's role in preparing leaders for an Army which integrates the services of men and women. This issue will continue to be examined at department and activity level and within the Corps of Cadets during this academic year. A committee is preparing a concept paper on the integrated service of men and women within the Corps of Cadets.

Women as a group have a higher attrition rate than the men. Many of the women who resign cite the same reasons as the men, with dislike of military discipline and regimentation being the causes cited most frequently.

Attrition Rates
As of 23 July 1978

	Class of 1980	Class of 1981	Class of 1982
Men	34.02%	23.68%	6.24%
Women	42.02%	23.81%	7.2%
Total	34.63%	23.69%	6.82%

While the Academy has always experienced a slight rise in attrition between the end of the third class year and the beginning of the second class year, the attrition experience with women in the Class of 1980 is unique. Women of this class have left the Academy for a variety of expected reasons; some, prior to their second class year, due to their impending marriages to recent Academy graduates.

The Military Academy has a stated goal of between 60 and 70 women officers on the staff and faculty by 1980. There are currently (July 1978) 19 women officers and 6 civilian women on the staff and faculty (as of September, the numbers are 21 women officers and 7 civilian women). Attempts by officials to obtain Academy assignments for greater numbers of women officers in the non-traditional as well as traditional specialties have not met with success at the speed desired because of the Army's on-going expansion program. The Department of the Army has indicated that the current number of women officers in the Army in grades normally assigned to the staff and faculty (CPT-LTC) will not support the USMA goal. Therefore, the Department of the Army will attempt to assign 28 women officers to USMA by 1980. The Superintendent's guidance remains, "We should take on the 28 as rapidly as makes good sense, and press for more when we are ready for them."

b. Honor Code and System

Colonel Pollin, Chairman of the Superintendent's Honor Review Committee (SHRC) presented a briefing which addressed both the work of the Committee during the past year and also the results of a Spring 1978 survey of cadet attitudes toward the Honor Code and System. During the past year the SHRC was assigned the two-fold mission of (1) addressing the proposals emanating from the Office of the Commandant and the Cadet Honor Committee regarding some sixteen of the Department of Army Study Group recommendations and (2) advising the Superintendent on the state of health of the Honor Code and System.

With a membership which included cadets and officers from the academic departments, the Office of the Commandant, the Academy Staff Judge Advocate Section, and a representative of the Association of Graduates, the SHRC began with briefings by members on areas related to the Honor System with which they were familiar. Following these briefings, selected cadets from each class, Department Heads, and other officers from various Academy activities were interviewed in order to gain a wide range of views concerning the state of health of the Honor Code and System. Items of mutual interest related to DA recommendations were also exchanged with the Commandant, the Ethics and Professionalism Committee, and the Cadet Honor Committee.

During the Committee's analysis of the DA Study Group proposals, the following specific areas of concern were identified:

- Toleration was identified as an important and unresolved issue in the minds of many cadets, in that, although cadets are well acquainted with loyalty to individuals, some find the idea of loyalty to an organization to be something new.
- Discretion was identified as an important issue in interviews with officers and cadets, some of whom favored cadet honor boards making recommendations to the Superintendent regarding discretion.
- Effective Education was viewed as essential to the whole honor-assimilation process.
- Honor Board procedures were identified as being overly legalistic in the mind of many cadets.
- Plagiarism was identified as a problem which gave some cadet honor boards special difficulties, one result of which was a tendency by some instructors to lose confidence in the Honor System.
- Institutional credibility and trust was an issue arising from cadet perceptions that the institution sometimes says one thing and does another.
- The absence card, finally, was found to be an item that cadets did not fully understand or appreciate.

Each problem area was studied in some detail, and the SHRC concluded overall that some definite problems continued to "exist with regard to the Honor System in the Corps of Cadets...problems, which have been identified and discussed..., (which) can and must be rectified in order to put the Cadet Honor Code and System in a good state of health." Additionally, the SHRC recommended to the Superintendent the conduct of a cadet honor survey as a basis for carrying the committee's work forward.

Of the DA Study Group recommendations addressing honor, which were assigned to the SHRC for study, approximately half have been implemented as stated and half remain under study. In the key area of honor education, all Academy officials have been asked to remain sensitive to ways of measuring the effectiveness of the USMA honor-education program, as well as enhancing its content and manner of presentation. Whereas the 1978 Honor Survey and the Annual Report of the SHRC have reaffirmed the validity of the Honor Code and System, an important shared responsibility of all now serving at USMA is the building of a sound, developmental, accepted and supportive Honor System.

The dual purpose of the aforementioned Honor Survey, conducted during February 1978, was to assist the SHRC in determining the state of health of the Honor Code and System and to provide a factual basis for determining how the Honor System can be strengthened and improved. The focus of this survey was primarily upon those problem areas earlier identified, as well as the importance of the Code and System to cadet development. The survey results were compared with results of a somewhat similar survey conducted in 1974.

General survey results, linked to problem areas identified independently of the survey, were as follows:

- Toleration. Although toleration within the Corps remains an important area of concern, the 1978 survey suggested a greater willingness within the Corps to adhere to the principles of the Honor Code as far as toleration is concerned.
- Discretion. Identified in the survey was a link between the toleration and discretion issues. Clear from the survey is that most cadets would be more willing to report Code violations if there were alternatives to the single sanction. The Cadet Honor Committee is now studying the issue of the means by which discretion can be exercised, e.g., by the Superintendent alone or by the Superintendent after a recommendation from the Cadet Honor Committee.
- Honor Education. Informal discussions with other cadets and discussions with honor representatives were considered by cadets to be the most effective methods of honor instruction, particularly as compared to formal lectures on honor. About 88 percent of the cadets indicated their knowledge of the Code was excellent, good or adequate, whereas cadets reported a lower level of knowledge about the Honor System, suggesting one focal point for better honor education. The Superintendent, moreover, has directed that the general results of the Honor Survey be used, as appropriate, as focal points for the development and presentation of honor classes, as well as the conduct of informal honor discussions by the Cadet Honor Committee, by Company Honor Representatives and their companies, by Tactical Officers and their companies, by Academic Instructors and their companies, by Academic Instructors and their classes, and by Coaches and their teams. The intent is to use the knowledge we now have about honor problem areas and work toward constructive, enduring solutions.

- Honor Board Procedures. The survey results indicated a less than desirable cadet satisfaction with the present honor-board procedures. For example, to the statement "I am satisfied with the new procedures, which provide for full due process at the full honor-board level," only 50 percent of the cadets agreed. Based upon the survey and other related studies, the existing honor-board procedures have already been streamlined to a certain extent, and further steps to improve the overall honor-procedures process are still under study.
- Plagiarism. Although the survey demonstrated that the large majority of cadets agreed that plagiarism is a dishonorable act, during the past year there had been an increased tendency on the part of some cadets to claim neglect or carelessness as an excuse for honor violations in the area of plagiarism. Significant was that some cadets on honor boards empathized with such claims and exonerated cadets possibly for the wrong reasons. The Superintendent, after consultations with his Honor Review Committee and the Academic Board, directed a coordinated and comprehensive educational program to get to the roots of this problem, as well as a review of academic procedures and cadet-load considerations which may also contribute to the plagiarism problem.
- Institutional Trust and Credibility. In response to survey indications of cadet perceptions of a lack of institutional trust and credibility, the Superintendent has directed that this area be given continuing emphasis on the part of all at the Academy.
- Absence Card. An extensive study of this issue has been undertaken personally by the Superintendent, working with the Cadet Honor Committee, the Commandant and the USMA Procedures Working Group. The solution to the problem rests primarily, studies to date have shown, in a full understanding of the feasibility and desirability of alternative means of accountability.
- The State of Health of Honor Code and its Importance to Cadet Development. Although the majority of cadets indicated that the state of health of the honor system is satisfactory, a sufficient number have expressed serious concerns, demonstrating that more needs to be done in this area. No other area, moreover, is now assigned a higher priority by the officials of the Academy.

Overall the Board was pleased with the breadth and depth of the studies ongoing in the honor area and with the sensitivity and commitment of those now at the Academy, both officers and cadets, to work toward improvements in the Honor System. The concerns shared by cadets, Academy officials and Board Members regarding issues like due-process considerations, toleration, and the exercise of discretion will be the focal points for follow-up studies and reviews by the Board during 1979.

c. Cadet Summer Military Training

The focus of the Board's July meeting was a detailed examination of cadet summer training. The Board was able to observe first hand the operation of Cadet Basic Training (CBT) at West Point and Cadet Field Training (CFT) at Camp Buckner. This is the first time in the Board's history that an entire meeting has focused almost exclusively on summer military training.

Cadet Basic Training - The Class of 1982. The class began training with a strength of 1,396. Of this number, 125 were women, the largest group of women ever to enter in an Academy class. Twelve percent of the class were minority or disadvantaged youth. The class, as a whole, represented a very diverse and gifted group of young people.

As indicated in the chart below, a comparison of the program of instruction for CBT 1977 and CBT 1978 shows that more emphasis was placed in 1978 on the development of attributes essential for successful integration into the Corps of Cadets.

PROGRAM OF INSTRUCTION

	<u>HOURS</u>	
	<u>1977</u>	<u>1978</u>
ADMINISTRATIVE REQUIREMENTS	54	60
CADETSHIP TRAINING	46	50
GENERAL MILITARY TRAINING	84	92
FIELD TRAINING	184	146
PHYSICAL TRAINING	<u>55</u>	<u>61</u>
TOTAL	423	409

Increase in cadetship training, general military training, and physical training reflect a goal of preparing the new cadet for the particular immediate demands of West Point.

The consensus of both participants and observers of CBT 1978 was that this summer offered vigorous and demanding instruction. In all of these endeavors, the Board was extremely impressed with the dedication, competence, and concern of the new cadets, cadet cadre, and the officer and enlisted staffs.

Cadet Field Training - The Class of 1981. The Board was privileged to witness an outstanding example of an Army leadership laboratory in action. The 101st Airborne Division (Air Assault) set the example in providing cadre and equipment for challenging, rugged field training designed to test cadets' physical and mental capacities. The Board was particularly impressed, moreover, with the engineer and field artillery training. The Class of 1981 is to be commended on its fine spirit and dedication to learning a wide variety of military skills.

Cadet Troop Leader Training. The Cadet Troop Leader Training program (CTLT), in which first and second class cadets are assigned to Regular Army units and serve as junior leaders, is designed to acquaint cadets with specific branches of the Army with the challenges and responsibilities of junior officers in those branches, to provide cadets experience in dealing with noncommissioned officers and enlisted soldiers, and to provide cadets a realistic view of what lies ahead of them after graduation. This year 882 members of the Classes of 1979 and 1980 participated in the program. Women cadets participated for the first time. The program continues to be a popular and highly effective means of introducing cadets to the Active Army, as well as a means of providing Army personnel with an opportunity to meet and work with cadets. In both these areas, the mutual benefits have been substantial, and the Board is confident it will continue to be so.

Cadet Military Specialty Training 1977. In this program, cadets are offered an opportunity to attend various military specialty schools during the summer. This instruction provides challenging and career-enhancing training. The program assists cadets in making informed choices about the Academy, develops self-confidence and leadership abilities, and provides for the acquisition of long-term military skills. This program has grown in importance over recent years as opportunities to attend military specialty schools after commissioning have been curtailed throughout the Army.

As a result of this program, cadets have taken the opportunity to attend ranger, airborne, and flight training; survival, evasion, resistance, and escape training; northern warfare operations training; and jungle warfare school. In addition, cadets have also participated in the Drill Cadet Program, serving as drill instructors in basic training companies. The Board considers military schooling of this type a vital complement to the formal military education conducted at the Military Academy.

d. Cadet Attrition

The Board, in its July meeting, expressed interest in the attrition rate of members of the Class of 1982. Specifically, the Board requested that a detailed analysis of attrition rates be presented at the Annual Meeting. On 29 September, Major Wilson, the Director of the Cadet Counseling Center, presented this analysis. Highlights of his remarks follow:

The study of cadet attrition has been ongoing at the Academy for many years. Certain results emerge with a fair degree of consistency. Resignations from Cadet Basic Training (CBT) occur in recognizable clusters. These clusters appear to represent different motivations to resign. Chart 1 (next pg.) presents the daily data on CBT signatures for the Class of '80, '81, and '82. Vertical lines have been drawn to delineate periods in which clusters of similarly motivated cadets appear to resign.

The first cluster usually appears within the first two weeks of Cadet Basic Training. Individuals in this group can be categorized as unprepared or unmotivated for the West Point experience. Interviews with these cadets suggest that they came to West Point as a result of parental pressure, or as a result of a nomination "band wagon" effect, or, in some cases, mainly as "sightseers." This latter category is characterized by individuals who have already been accepted at other institutions and are mainly "checking out" West Point.

The second cluster of cadets departs in the third and fourth weeks of Cadet Basic Training, many in conjunction with the end of the first cadre detail at day 30. Within this group, the most prevalent motivation is a dissatisfaction with the regimented way of life here at West Point and a lack of desire for a military career or lifestyle. The resignees of the second group appear less frightened, anxious and self-blaming than the first cluster. They seem to be more calm and determined in their choice.

The resignees of the third group tend to leave during the second half of Cadet Basic Training. Many resignees in this category continued to identify over-regimentation as their rationale for departure. In addition, some individuals appear to have an adverse reaction to stress. They are typically uncommunicative about their reasons for resignation. When they do advance a reason, it is often to identify physical maladies as an excuse for leaving. These physical conditions frequently are stress reactions.

In regard to the foregoing analysis, a question was raised concerning the effect of the high incidence of female resignations in the Summer of 1976 in relation to a comparison with other years. Referring to Chart 2, it can be seen that 19 females (16% of admitted females) resigned during CBT 1976. This was the first year of female admissions. As such, this unusually high rate might tend to bias the 1976 data and as a result provide an inaccurate comparison with other years. It was suggested that factoring out this unique situation would tend to move the 1976 data closer to the 1977 figures. Chart 2 also illustrates the trend of rising male resignations versus falling female resignation rates.

Turning to a consideration of resignation rates by company, Chart 3 illustrates the experience in CBT 1978. Data is presented at the fourth and eighth weeks of CBT and, finally, as of 26 September. This latter period may reflect those individuals who were committed to "sticking it out" through CBT, but left at the start of academics.

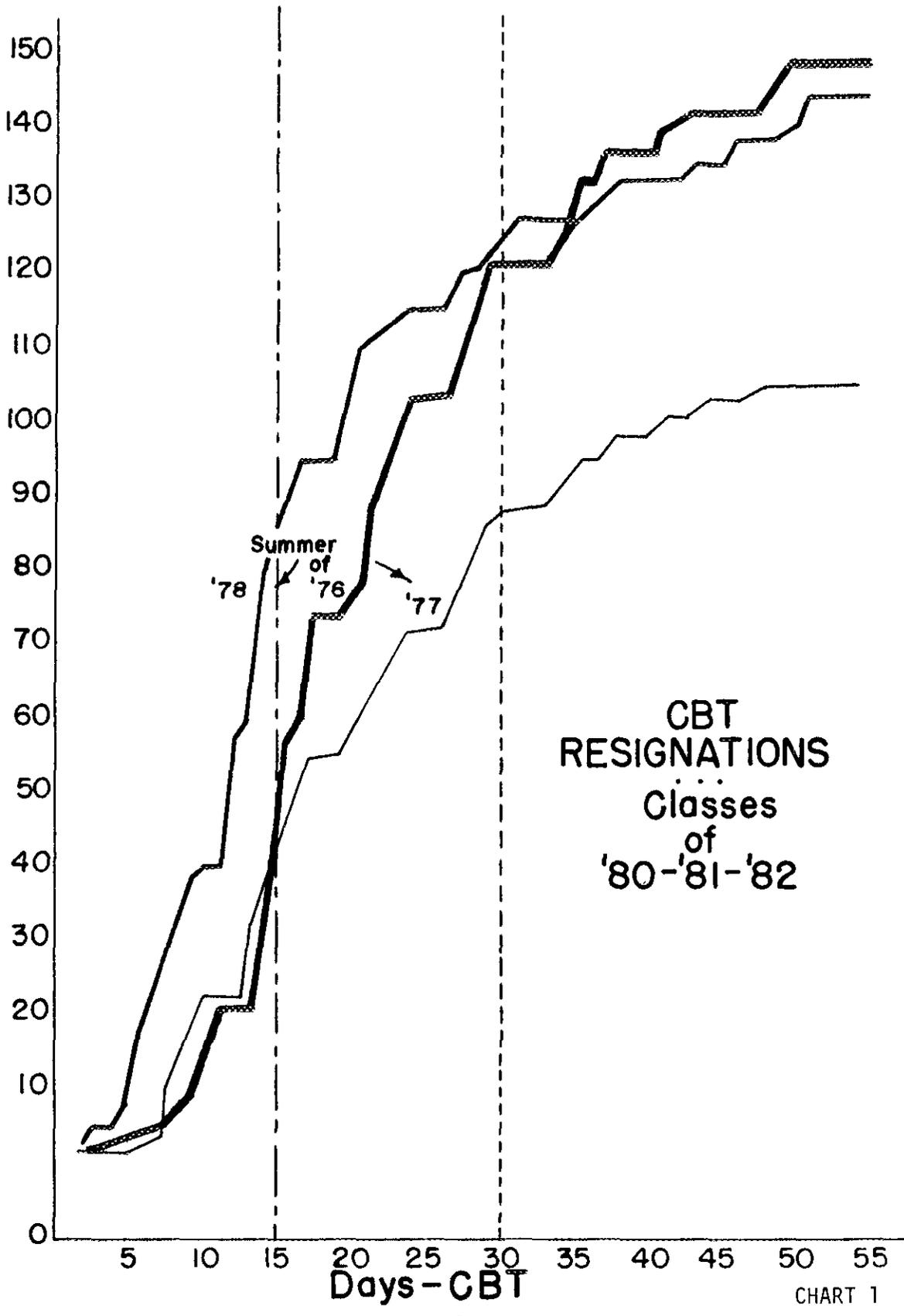


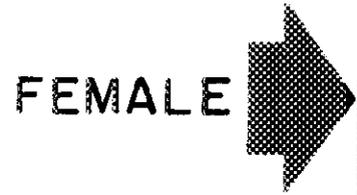
CHART 1

CBT LOSSES

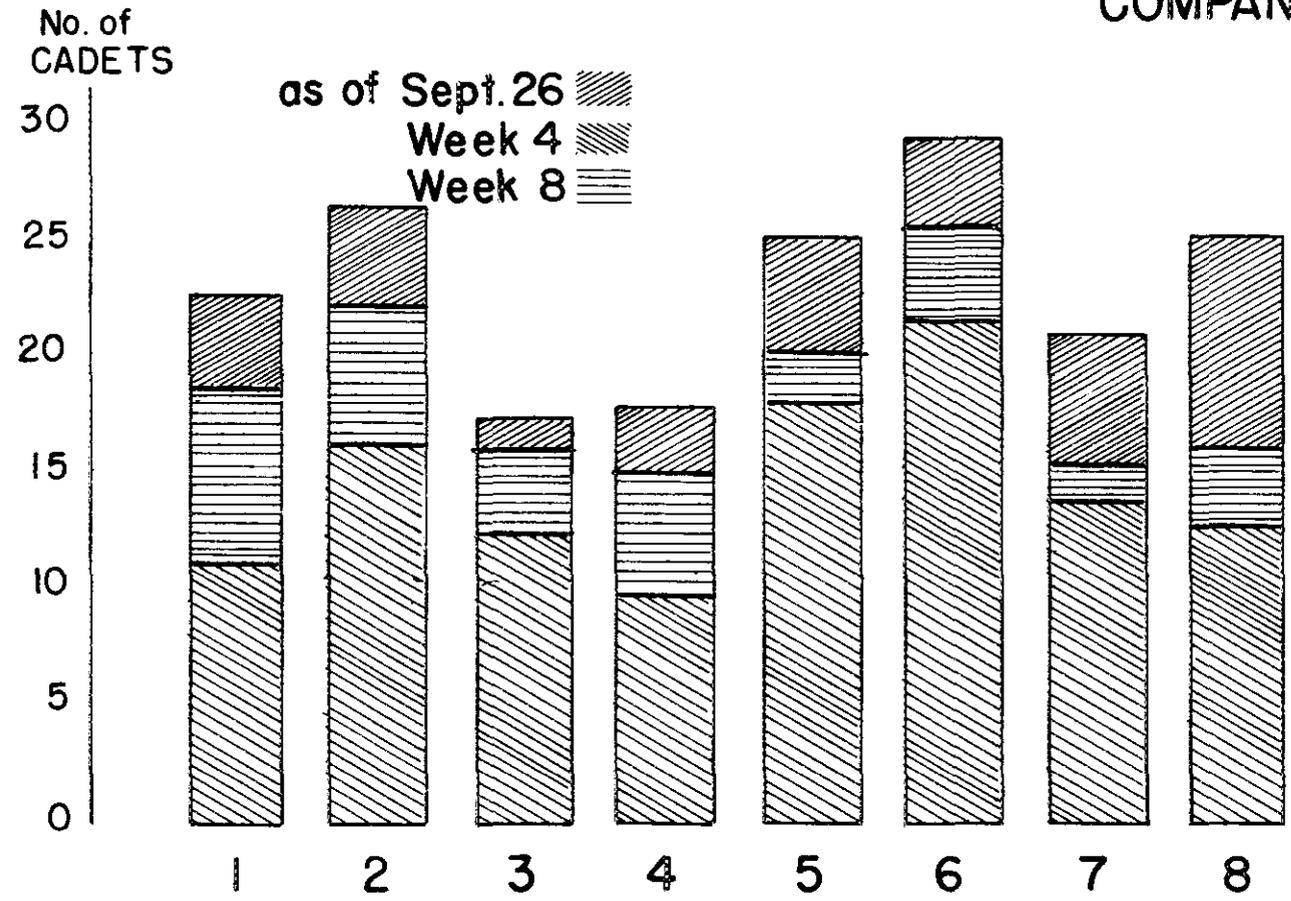
<u>Class</u>	<u>Total</u>	<u>Losses</u>	<u>%</u>
'80	1366	132	9.7
'81	1366	93	6.8
'82	1271	135	10.6



<u>Class</u>	<u>Total</u>	<u>Losses</u>	<u>%</u>
'80	119	19	16.0
'81	104	10	9.6
'82	125	12	9.6



GBT RESIGNATIONS BY COMPANY



25

CHART 3

The presentation of these statistics engendered a detailed discussion concerning the factors which possibly contribute to cadet attrition. Members of the Board were interested in the role of the Tactical Officers and the cadet cadre. Although no definitive answers were forthcoming, the Board felt that the continued search for increased knowledge in this complex area was of importance to the Academy and the Board.

In order to give additional perspective to the question of attrition, Chart 4 was presented detailing the relative experiences of the Classes of '79, '80, '81, and '82 through the beginning of Second Class academics. The evidence suggests similar trends in all classes with the Class of '80 running somewhat ahead of the other classes.

Further perspective is gained by looking at data over 10 years as presented in Chart 5. (The unusual peak during the First Class years of the Class of '77 is the result of the EE304 situation. The dotted line represents approximate attrition without the EE304 dismissals.) The data indicates that fluctuations do occur over time. In addition, it suggests that CBT attrition is not an entirely accurate predictor of overall attrition. This introduces the more philosophical point of whether relatively high attrition in CBT is beneficial or detrimental to the Academy. Does it reflect a rapid weeding out of the unmotivated or does it reflect a unnecessary disillusionment of the impressionable? The Board is strongly convinced that this question needs further, detailed consideration.

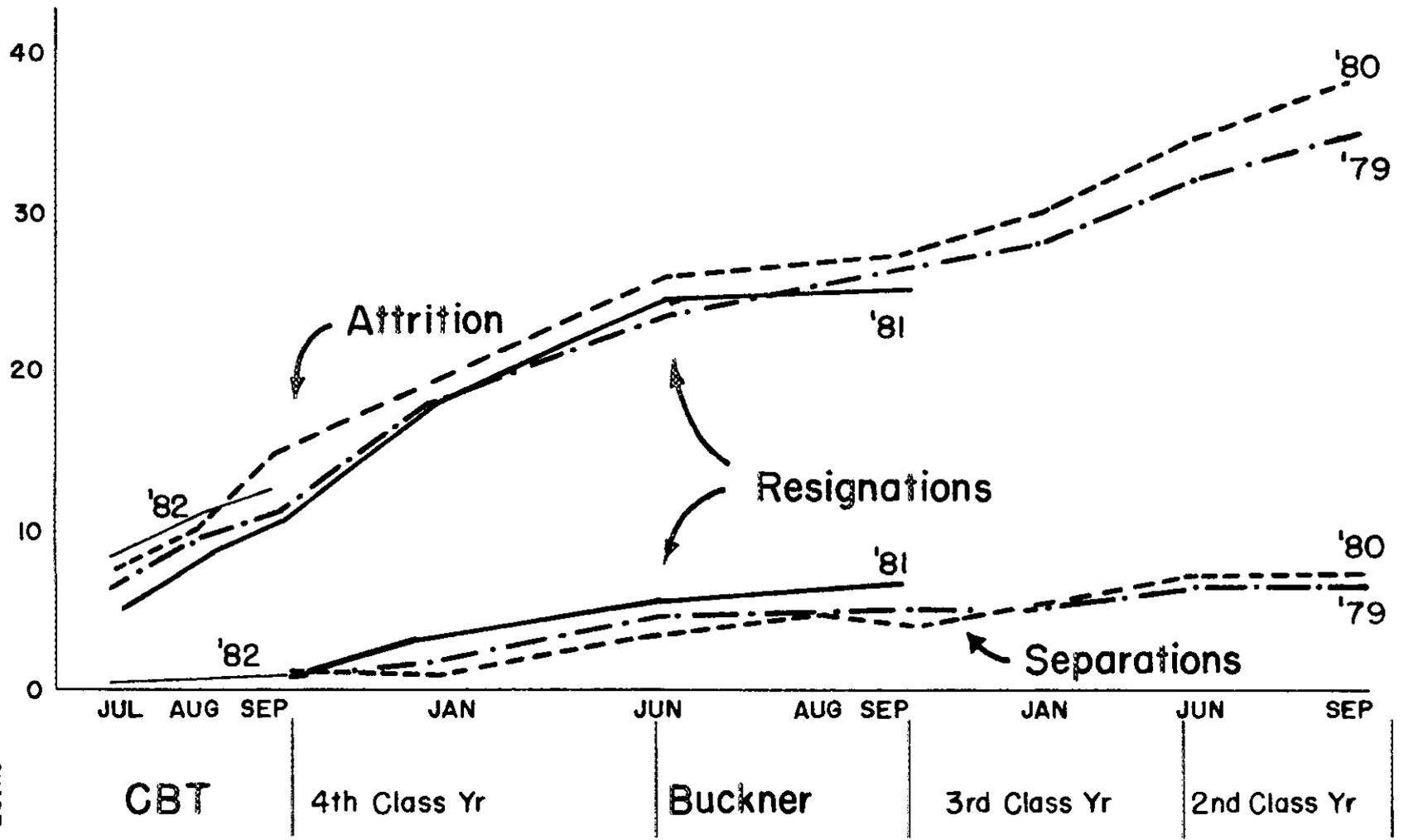


CHART 4

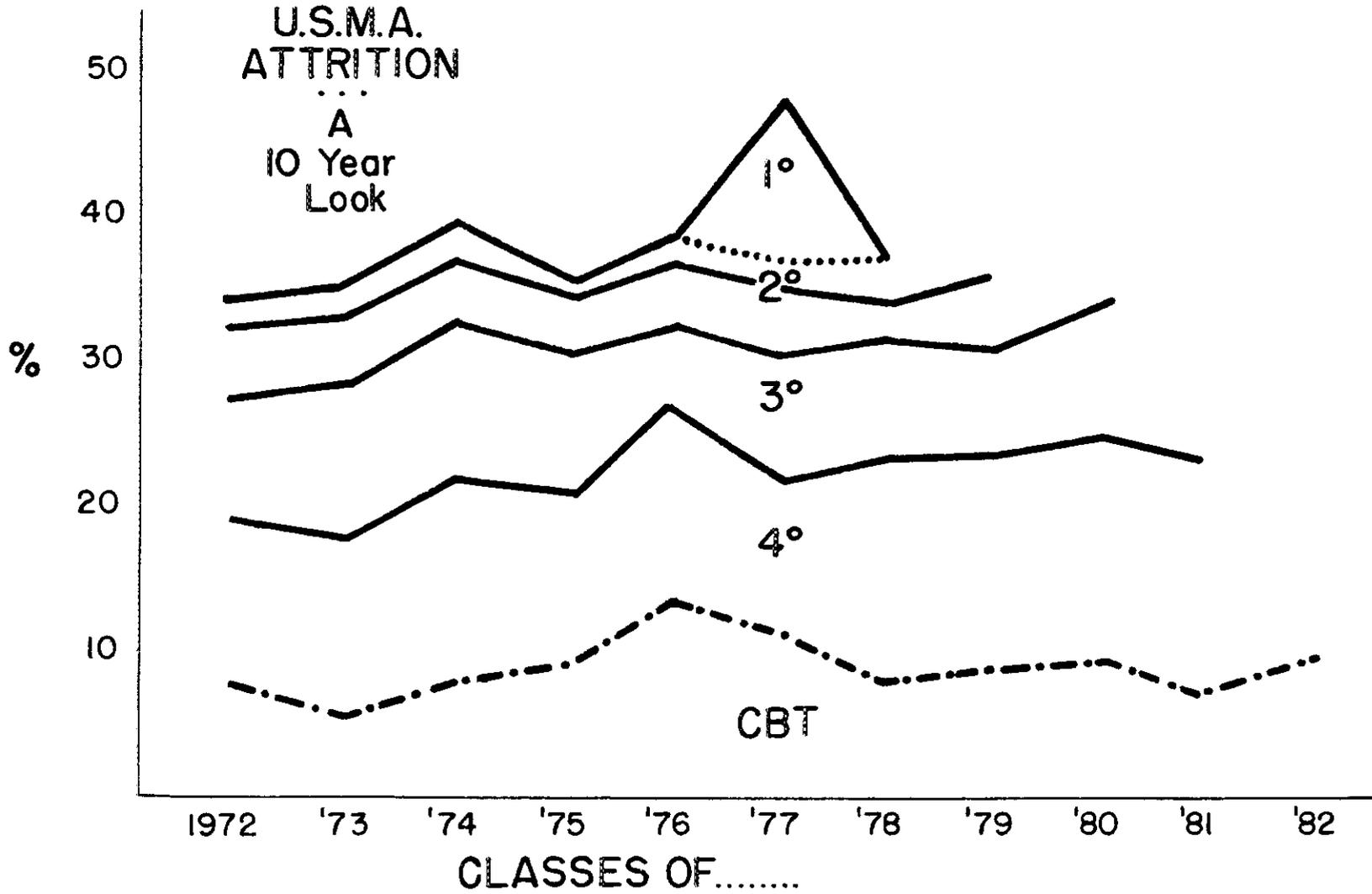


CHART 5

e. USMA's Academic Program

Over the past year the Academy has developed a new academic program designed to fulfill its educational responsibilities. This new program, developed by a faculty curriculum committee appointed by the Superintendent and coordinated with the academic departments, was designed to contain a broad core curriculum consisting of approximately three-fourths of the total curriculum; to reduce fragmentation of cadets' study time; to provide cadets with greater opportunities to tailor their academic programs in areas of interest to them; and to foster a dedication to intellectual development by faculty and cadets alike. By December of 1977, the new curriculum was approved by the Superintendent after extensive discussion with members of the Academic Board.

New Curriculum

The new curriculum contains 40 courses, 30 core courses and ten electives. The focus of the curriculum is on long-term intellectual development, on providing, as General Goodpaster has stated, "a sound foundation for a variety of responsibilities encountered in an Army career." The new core curriculum, shown sequentially below, provides the technical and nontechnical preparation required of an officer during a full career of service.

Schedule of Courses & Credit Hours
by Academic Semester
New USMA Curriculum
(Typical Sequence of Courses)

	<u>1st Semester</u>		<u>2d Semester</u>	
	<u>Course</u>	<u>Credit Hrs</u>	<u>Course</u>	<u>Credit Hrs</u>
4 ⁰ Year	English	3.0	English	3.0
	Foreign Languages	3.5	Foreign Languages	3.5
	History	3.0	History	3.0
	General Psychology	3.0	Computer Science	2.5
	Mathematics	4.5	Mathematics	4.5
	Military Science	2.0	Military Science	2.0
	*Physical Education	1.5	*Physical Education	1.5
	Credit Hours	20.5		20.0
	<u>Course</u>	<u>Credit Hrs</u>	<u>Course</u>	<u>Credit Hrs</u>
3 ⁰ Year	Social Science	3.5	Social Science	3.5
	Foreign Languages	3.5	Chemistry	4.5
	Philosophy	3.0	Physics	3.5
	Physics	3.5	Mathematics	3.5
	Mathematics	3.5	Elective	3.0
	Military Science	2.0	Military Science	2.5
	*Physical Education	1.0	*Physical Education	.5
		20.0		21.0

	<u>1st Semester</u>		<u>2d Semester</u>	
	<u>Course</u>	<u>Credit Hrs</u>	<u>Course</u>	<u>Credit Hrs</u>
20 Year	Social Science	3.5	Law	4.5
	History	4.5	Literature	3.0
	Electrical Engineering	4.5	Mechanics	3.5
	Mechanics	3.5	Elective	3.0
	Elective	3.0	Elective	3.0
		19.0	Military Science	1.5
			*Physical Education	1.0
				19.5

	<u>Course</u>	<u>Credit Hrs</u>	<u>Course</u>	<u>Credit Hrs</u>
10 Year	Leadership	3.5	American Institutions	3.5
	Engineering	3.5	Engineering	3.5
	Elective	3.0	Elective	3.0
	Elective	3.0	Elective	3.0
	Elective	3.0	Elective	3.0
	*Physical Education	.5	*Physical Education	.5
		16.5		16.5

Credit Hours Totals

Academic	136.5
Military Science	10.0
Physical Education	<u>6.5</u>
	153.0

*Denotes Full Year Course (credit apportioned)

A strong mathematics-science-engineering sequence, which affords cadets the opportunity to learn the experimental and analytical techniques of these disciplines, begins during Fourth Class Year with mathematics and computer programming. It continues with additional mathematics courses, as well as courses in physics and chemistry during Third Class Year, with mechanics and electrical engineering during Second Class Year, and with two semesters of engineering during First Class Year.

Complementing this portion of the core curriculum is a strong sequence in the social sciences and also one in the humanities--courses aimed at developing an awareness of the government, culture and society in which the graduates will live and serve. The social science sequence begins with modern history and psychology during Fourth Class Year; continues with economics and political science in Third Class Year; includes international relations, military history and law during Second Class

Year; and concludes in First Class Year with military leadership and a new interdisciplinary course in American Institutions.

Studies in the humanities progress along several lines. A three-semester language sequence beginning Fourth Class Year provides cadets with perspectives of other cultures, develops their ability to learn additional languages, provides them with an introductory level of language proficiency, and establishes a firm foundation for further optional language study. The English and literature courses introduce cadets to various aspects of the human condition and begin a four-year integrated program aimed at developing written and oral communication skills. The new philosophy course during Third Class Year broadens the scope of the offerings of the humanities and contributes to a carefully designed four-year program in ethical and moral studies. The psychology and leadership courses add formally to this program in ethics and professionalism.

Areas of Concentration

The Curriculum Committee continues to develop structured elective sequences which will be grouped under four areas of concentration. Planned are some 29 elective sequences which build upon the core curriculum, lead cadets to a fourth-year college level of education, provide "unifying themes" within the curriculum, and provide some element of choice within each sequence. The structured sequence of eight electives stops short of a major, and cadets may select their remaining two electives from the entire range of elective offerings.

Military Instruction

The program of military instruction was revised to provide cadets with a broader military background. During Fourth Class Year the course in Military Heritage and Standards of Professional Behavior covers two related areas--an examination of the history of the U. S. Army with discussions about standards of professional behavior and a course in small unit tactics stressing basic-map reading skills and fundamentals of leading small units in combat operations. These two subjects prepare Fourth Classmen for their summer training at Camp Buckner between Fourth and Third Class Years.

The Third Class studies larger combat units in the Combined Arms Operations course. This course, as well as the course in Terrain Analysis, builds upon the earlier instruction and further prepares cadets for various duty assignments throughout the Army the following summer. During their Second Class Year, cadets will begin learning about the integrated Army in the course on Army Systems Management, which starts with the basic functions and organizations of the Department of the Army and the major commands of the Army. It also covers management of personnel, equipment and training within Army Units. In further preparation for their commissioning in the Army, First Classmen undergo an orientation on the branches and services of the Army.

Physical Education

The Department of Physical Education continues to provide cadets with a comprehensive four-year physical education program. Beginning Fourth Class Year, cadets have four different blocks of instruction: gymnastics, swimming, boxing, and wrestling. The women also have gymnastics and swimming, but they have two blocks of self-defense in place of boxing and wrestling. During the remaining three years, cadets take seven other blocks of instruction in a variety of individual skill and team sports, including carry-over sports such as volleyball, tennis, golf, racquetball, and handball.

Faculty

Equally as important as the academic curriculum is the faculty. Course material is enriched through interpretations and practical applications based upon instructor knowledge and experience. This added dimension gives each course a dynamic quality, and many experts say that West Point has one of the finest undergraduate faculties in the land. The Academy's faculty is primarily a teaching faculty, a faculty which not only has youth but also experience, enthusiasm and academic credentials.

Because these military faculty members bear important responsibilities, the Academy is very selective in choosing them. First, prospective instructors must have top-notch military records from their previous military assignments, as well as the intellectual ability to complete advanced-degree requirements at some of the most demanding graduate schools in the country. Next, those selected who do not have a graduate degree are sent to first-rate universities for two years of graduate schooling. Many are admitted to doctoral programs during this two-year period, and some even complete their doctoral dissertations while at West Point.

This demanding faculty selection process pays off in other ways as well. Because a large number of the faculty arrives each year from a wide variety of graduate programs, the Academy keeps in touch with the latest developments in course content and teaching methodologies at the nation's leading universities.

In addition to the important faculty task of teaching cadets a body of knowledge which provides the foundation for their continued intellectual development throughout a career of military service, the members of the Academy's faculty also serve as role models, representing what cadets should aspire to be. There are approximately 630 personnel on the teaching faculty. Of this number, about 580 are military officers, 10 enlisted personnel and 41 are civilians. About 10 percent of the current military faculty has tenure. The remaining 90 percent is nontenured.

The tenured faculty includes the authorized 20 statutory professors who serve as department heads and deputies; eight designated professors, a category which was established last year to promote permanent associate professors; and 35 permanent associate professors, of whom 24 are currently assigned to the Military Academy. Most of the military faculty, however, are nontenured instructors who serve three- to four-year tours at the Academy. About one-third of this group rotates each year.

During each summer faculty members participate in a wide variety of summer activities. For example, under Funded Research twelve officers received funds last summer from outside agencies to participate in research at places like NASA, Harry Diamond Laboratories and the Defense Nuclear Agency; and under Unfunded Research, 15 officers volunteered their services for research projects at locations such as the University of Tennessee, the University of Georgia, Middlebury College, the Defense Intelligence Agency, and the Library of Congress. Other faculty members served in the State Department, Office of Management and Budget, in the Defense Mapping Agency, and the Office of the Chief of Staff of the Army. At the Academy each summer many academic officers assist in the combat field training of cadets. Of those officers assigned to summer training at Camp Buckner, approximately 60 percent are from the academic departments.

In addition to the military faculty members, 16 civilians are assigned to the 13 academic departments, and 25 are assigned to the Department of Physical Education. The 16 civilian faculty members include 6 foreign-born professors, who teach their native languages; a visiting professor of history, Dr. Norman Gibbs from Oxford University; a visiting professor of English, Dr. Fred McIntosh from the University of North Carolina; a visiting professor of mechanics, Dr. Henry Perkins from the University of Arizona; visiting professors of social sciences, Dr. Alan Sabrosky from Catholic University, and his wife, Dr. Judith Sabrosky from Gallaudet College; a visiting professor of mathematics, Dr. Siegfried Lehnigk from Redstone Arsenal; a visiting professor of physical education, Dr. Joanne Davenport from Auburn University; and a foreign service officer from the Department of State, Mr. Edward Murphy, who also serves with the Department of Social Sciences.

In addition, the Military Academy also has programs which bring to the Academy a variety of visiting civilian scholars. The educational experience of the cadets, as well as the faculty, is enriched by the breadth of experience and the depth of scholarship these civilian educators bring with them. The "Visiting Professors" program, for example, includes eight visiting professors this year, with a goal for Academic Year 1979-80 of 13 visiting professors. Also, visiting researchers this year include a research scientist from the Engineer Topographic Laboratories and a research scientist from the Army Materiel Development and Readiness Command, both of whom serve with the Department of Earth, Space and Graphic Sciences. A third professor, Dr. Robert Gurland, Head of the Philosophy Department at New York University, is a part-time consultant and teacher for the new philosophy course.

The role of consultants is growing at the Military Academy. Such consultants are used with the faculty selection committees, as participants in various workshops at the Academy, and as consultants to some of the academic departments themselves. This year, for example, Dr. Goldstein, from the Institute for Advanced Study at Princeton and Dr. Mostow from the Department of Mathematics at Yale University came to review the mathematics program.

Finally, the Guest Lecturer Program continues to grow. About 90 distinguished scholars lectured last year to various core and elective classes.

Academic Facilities

To complement the Academy's curriculum and faculty and to support an in-depth academic program are a variety of facilities that enhance cadets' intellectual development. The latest audiovisual techniques, computer technology, and library resources are available for cadet classroom and laboratory work and individual studies.

Summary

The ingredients of the West Point academic program--the curriculum, the faculty and the supporting academic facilities--are all designed to provide cadets with an educational experience that encourages academic excellence. The cadets' educational experience, furthermore, is reinforced throughout the calendar year by other related activities. For example, last year over 500 cadets participated in conferences and educational trips, ranging from the Student Conference on U.S. Affairs, an annual event at West Point, to debate trips to other colleges and universities.

The educational experience at West Point has served Academy graduates well. As graduate students, Academy graduates have proven substantially above the average. Seventy percent of the graduates who stay in the Army participate in graduate study at many of the country's finest universities. Further, West Pointers have won many coveted Rhodes Scholarships, National Science Foundation Fellowships, and Hertz Fellowships. In the Rhodes competition since 1923, Academy graduates have won 57 times, ranking behind only Harvard, Yale and Princeton in the number of scholarships won. The USMA record in the National Science Foundation competition is also impressive. The Academy has competed since 1962 and has had 31 winners. Similarly, in competition for Hertz fellowships since 1973, West Point is fourth in the nation in number of fellowships awarded--behind only MIT, California Institute of Technology and Stanford. Of course this is only one measure of an academic program, but perhaps some of the reason for success in this regard is the broad general education which is offered at USMA. This education not only provides for cadets' introduction into an Army that has been revolutionized by science and technology but, more importantly, it provides for their continued educational growth in other areas throughout an extensive career of service to their country.

f. Indoor Athletic Facility

The Facilities Engineer, Colonel Gilkey, briefed the Board during the March and July meetings on the construction program at West Point. In November 1976, the Army Chief of Staff directed that a study be made of the adequacy of athletic facilities at the Military Academy. The study was prompted primarily by considerations, such as the expansion of the Corps of Cadets from 2,500 to 4,400 in the mid-1960's, the admission of women to the Academy in the Summer of 1976, and the age and condition of many of our existing facilities. Last year the Board was given a detailed briefing on the results of that study.

By 1980, when USMA will have women in all four classes, the Academy expects to have approximately 400 female cadets. This year, women's teams will be fielded in nine intercollegiate sports, and by the Fall of 1980 Academy officials anticipate 11. The requirement to support these teams is placing an additional strain upon already insufficient facilities.

The athletic-facilities study attempted to match existing facility assets against athletic-program requirements. Because the Field House rehabilitation project was already in the FY 1978 MCA program, for purposes of the study, it was considered to be an existing asset. In determining requirements, consideration was given to the implementation of a total women's athletic program phased in accordance with the projected increase in the number of women cadets. During the study, the initially identified shortfall was reduced, to the extent possible, by changes in scheduling and other revisions to the athletic program.

While mentioning nonappropriated and gift funds, the issue of why these sources cannot be used to provide the required facilities has been raised. Historically, the majority of athletic facilities at West Point have been constructed with proceeds from the intercollegiate program. In recent years, however, the costs associated with intercollegiate athletics and the expansion of the intercollegiate program, to include women, have placed the Academy in the position of using nearly all of its revenue to meet operating costs. This is the same dilemma faced by nearly all major institutions with large athletic programs. It is possible to assist in minor capital improvement projects such as the installation of artificial turf, but major projects are well beyond the Academy's ability to generate capital. It should be noted that the vast majority of athletic facilities at the other service academies have been constructed with appropriated money.

Upon completion of the study, an athletic facilities MCA program was developed which combined the identified requirements into specific MCA projects. Feasibility studies and cost estimates were expedited for two of these projects, and program documents were submitted in time to be included in the FY 1979 program. Because of the longer design time required, the indoor athletic facility was programmed for FY 1980.

The physical layout of the Field House precludes the simultaneous conduct of an intercollegiate basketball game and track meet. By Academic Year 1980-1981, it is anticipated that the women's athletic program will

include both varsity and junior varsity basketball and track. A requirement will exist to conduct an average of three and often four home basketball games on Saturdays. A typical Saturday will require between six and eight hours for intercollegiate basketball play. The total track program will require the Field House for three to six hours on a normal Saturday. The total scheduling requirement after full implementation of the women's athletic program calls for between nine and fourteen hours of competition play, a requirement which cannot be met by use of the Field House alone.

The athletic-requirements study also recognized another existing condition which could be corrected with the construction of a new basketball arena. Spectator seating in the cadet gymnasium is almost nonexistent, and many intercollegiate sports competitions have been conducted in locations where even cadet spectators could not be accommodated. By conducting these contests--involving such sports as wrestling, gymnastics, and volleyball--in the Field House, cadets, their guests and other spectators can attend these events. This would result in multiple contests being scheduled in that facility on a typical Saturday. Most of these contests can be conducted simultaneously with track meets. This plan, however, cannot be fully implemented until a separate basketball arena is constructed.

In addition to cadet spectator accommodations for major meets, the Academy also desperately requires the additional gymnasium floors the new facility would provide. At the present time, practice facilities are inadequate for several of the men's teams. Further, intramural competition or JV practice in the gymnasium must be cancelled frequently to accommodate weekday competition of the intercollegiate gymnastics, wrestling, and fencing teams. No indoor facilities are available for club competitive teams (e.g., team handball).

An additional problem in use of the Field House for basketball practice on two courts is that it precludes, because of the extreme winter weather conditions, such activities as indoor pre-season baseball and lacrosse practice, which are necessary at West Point.

In addressing the seating capacity of a new basketball arena, several factors were considered. One-third of the basketball games played in the last two years have been sell-outs. Through informal surveys, it appears that attendance has been adversely affected by poor spectator accommodations and extremely limited parking facilities. In an effort to solve this problem, a survey was conducted of basketball arenas constructed by colleges and universities over the last ten years, with special consideration given to the other service academies because of their similar student bodies and athletic programs. The Naval Academy basketball facility has a seating capacity of 5,500, and USNA finds this to be too small. The Air Force Academy facility has a seating capacity of 6,600, which has proven adequate for their needs. Considering all of these factors, a basketball arena with a capacity of 6,000 would meet reasonable needs and be comparable to other schools with similar programs.

The ice hockey arena, Smith Rink, was constructed in 1931. It is used for the intercollegiate hockey program, both varsity and junior varsity, for cadet instructional skating, for cadet recreational skating,

and for dependent youth activities on an as available basis. The ice-making system, including the rink floor, is a patch-work of 45 year-old original equipment and replacements made over the years. It will no longer reliably produce ice. In addition to its structural deficiencies, there are many serious violations of modern life safety codes, to include inadequate aisle space for fire evacuation. It should also be noted that the boilers are in the same room as the ammonia brine ice-making equipment. A fire or an explosion within the boilers could result in deadly gases being produced and escaping directly into the arena. Most of the games in this facility, which has a seating capacity of 1,500, are played before standing-room-only crowds of about 2,000. As in the case of the Field House, attendance in the past has been limited by poor spectator accommodations and the lack of reasonably available parking areas. In arriving at a proposed seating capacity for ice hockey, consideration was given to the seating capacity of those schools in the Eastern Collegiate Athletic Conference within which USMA competes. The mean seating capacity of these schools is slightly over 3,300. Some of them have capacities over 3,600. By way of comparison with other service academies, the Air Force Academy hockey arena has a capacity of approximately 3,150, which is fully used during games. USAFA has expressed an informal desire for a larger one. Although the Naval Academy has an ice rink, it does not have an intercollegiate hockey team. USMA believes that 3,500 represents a reasonable capacity comparable to schools with similar programs and one capable of accommodating the anticipated spectator demand for the majority of home games.

Very early in the engineering feasibility studies, the rehabilitation of Smith Rink, without expansion, was determined to cost approximately \$2.1 million and would result in the loss of approximately 500 seats. Further investigation revealed that the maximum feasible expansion of the structure would result in a seating capacity of approximately 1,400 or less than what we presently have. This could only be accomplished at a cost of about \$3.6 million or nearly 60% of the cost of a new 3,500 seat facility. Therefore, this alternative was dropped from further consideration.

A comparison of the alternatives considered indicates that a dual arena has the capability of totally meeting the requirements of both the intercollegiate basketball and hockey programs. The single arena facility presents unacceptable limitations on the scheduling of intercollegiate contests and will result in a serious degradation of the hockey program. These conclusions are supported by the experience of Dartmouth College, which has operated a single arena facility for the last three years.

A requirement exists at the Military Academy for a basketball arena capable of seating 6,000 spectators and an ice hockey arena with seating for 3,500. Although the initial construction cost of a dual arena facility is approximately \$1,000,000 more than that of a single arena, the equivalent uniform annual cost of the dual facility is slightly less. There are also major advantages associated with a dual arena facility. The best solution for satisfying the stated requirement is the construction of a dual arena facility, which the Academy has included for funding in its 1980 MCA Program. The Board supports this solution of a dual arena facility and has made a recommendation for early funding and construction of this project.

1978 USMA BOARD OF VISITORS



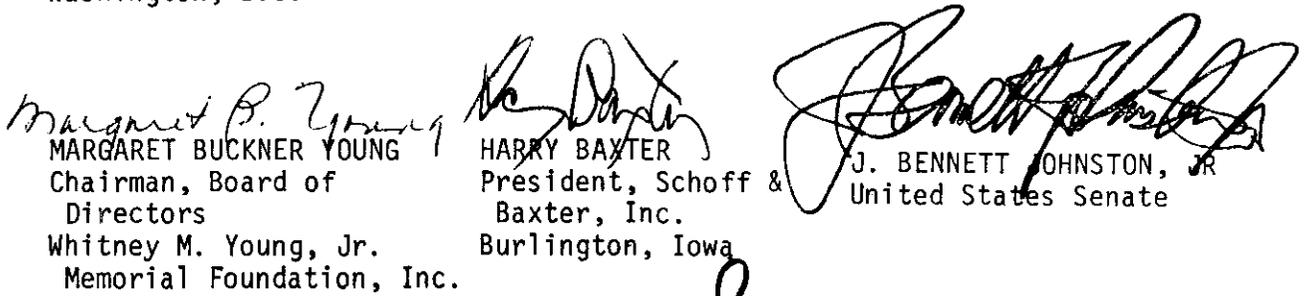
DOUGLAS P. BENNETT, ESQ.
Chairman
1978 USMA Board of Visitors



GEORGE OLMSTED
MG, USAR, Retired
Chairman of the Board
International Bank
Washington, D.C.

HELEN N. WILKINS
President, Servo-
Tek Products Company
Hawthorne, NJ

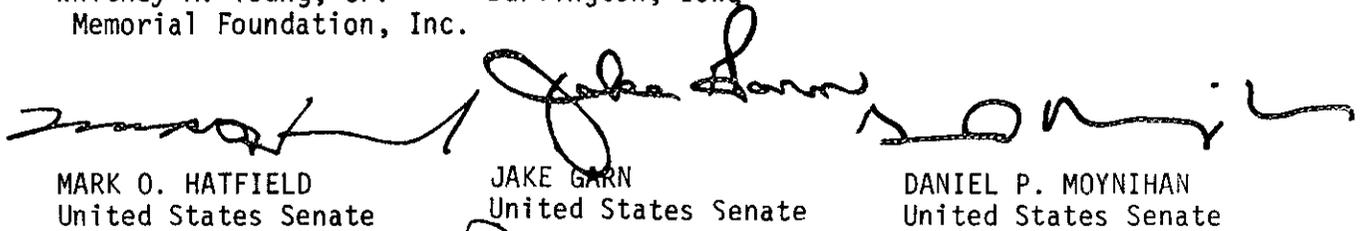
ROBERT M. KAUFMAN, ESQ.
Messrs Proskauer Rose
Goetz and Mendelsohn
New York, NY



MARGARET BUCKNER YOUNG
Chairman, Board of
Directors
Whitney M. Young, Jr.
Memorial Foundation, Inc.

HARRY BAXTER
President, Schoff &
Baxter, Inc.
Burlington, Iowa

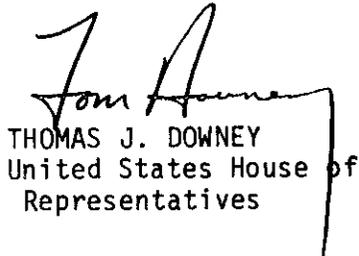
J. BENNETT JOHNSTON, JR
United States Senate



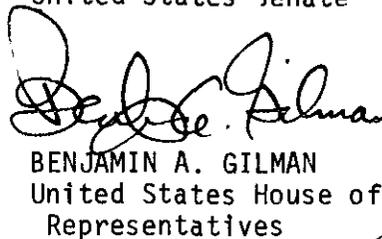
MARK O. HATFIELD
United States Senate

JAKE GARN
United States Senate

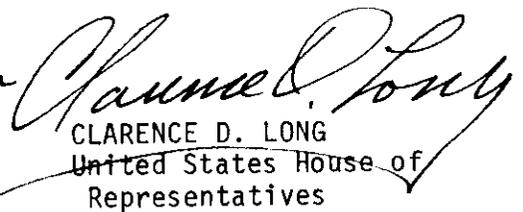
DANIEL P. MOYNIHAN
United States Senate



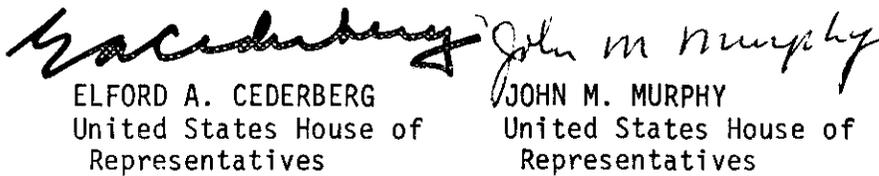
THOMAS J. DOWNEY
United States House of
Representatives



BENJAMIN A. GILMAN
United States House of
Representatives



CLARENCE D. LONG
United States House of
Representatives



ELFORD A. CEDERBERG
United States House of
Representatives

JOHN M. MURPHY
United States House of
Representatives

Material Furnished to the Board of Visitors Prior to 1978 Sessions

Status of Actions Completed or Underway
1977 Board of Visitors Report
Current USMA Catalogue
Summarized Minutes of March and July 1978 Meetings
Honor Pamphlet, Honor Code and Honor System
Cadet Troop Leader Training Booklet
Camp Buckner Training Schedule
Cadet Basic Training Schedule
Academic Program AY 1978-79 (Red Book)
Rules of the Board of Visitors
Tactical Officers' Guide

APPENDIX 1

MEETING OF ORGANIZATIONAL MEETING
1978 BOARD OF VISITORS

1. The meeting was convened by the Acting Chairman, Mr. Bennett, at 2320 hours, 16 March 1978 at the Hotel Thayer, West Point. Members of the Board present were: Bennett, Young, Wilkins, Baxter, Kaufman and Gilman. Ms. Jeannie O'Neil and Mr. Rich DiSalvo represented Congressmen Long and Downey respectively. MAJ Deline and LTC Gleichenhaus represented the Department of the Army at the invitation of the Board. The Executive Secretary was present.
2. There was a brief introduction of the new members, Mrs. Young and Mr. Baxter, by the Acting Chairman.
3. First order of business was the election of the 1978 Board of Visitors Chairman and Vice Chairman. Mr. Gilman began by conveying the regrets of Congressmen Long, Cederberg and Murphy who were all prevented from attending by prior commitments. The Executive Secretary indicated that there was still one vacancy remaining from the Senate; that would be the Senator appointed by the majority leadership. Mr. Gilman then nominated Mr. Bennett for the position of Chairman. He read a letter from Mr. Murphy indicating that if he were present he would vote for Bennett. Mr. Gilman reported that that was Congressman Long's sentiment also. The nomination was seconded by Mr. Kaufman. Nominations were closed and Mr. Bennett was elected unanimously by the members present.
4. Mr. Bennett then read a letter from the Secretary of the Army to the Board of Visitors dated 1 March 1978 in which the Secretary indicated that he expected a more active and broader role by the Board of Visitors. In view of this Mr. Bennett asked that the Board proceed to elect a Vice Chairman to assist in the duties of the Board. Nominations were opened and Mr. Baxter was nominated by Mrs. Wilkins and seconded by Mr. Gilman. Nominations were closed and Mr. Baxter was elected Vice Chairman by unanimous vote of the members present.
5. The Executive Secretary presented the draft agenda of the next day's activities for approval by the Board (see Inclosure 1). The agenda was approved essentially with one change being made -- that change being a shift of COL Gilkey to the 0800 time slot on 17 March so that some of the members who had to make early departures on Friday could discuss the various construction projects before they left.
6. The Board then began its review of the draft procedures (Inclosure 2). This draft which had been circulated to the members prior to the meeting formed the basis of the remainder of the Board's discussion that evening. The changes made and the eventual result of the discussions are indicated in the finished draft of the Rules inclosed to Minute #4, that of the evening meeting of 17 March 1978.

APPENDIX 2

7. After completing the discussion of paragraph 2 of the Rules the Board adjourned at 0105, 17 March 1978.



Certified
Chairman
1978 USMA Board of Visitors



DANA G. MEAD
Colonel, USA
Executive Secretary
1978 Board of Visitors

AGENDA
1978 USMA Board of Visitors
March 16-17 1978

Thursday March 16	1630-1830	<u>Arrival of Board Members</u> (Air from Washington, DC, POV and Sedan from NYC)
	1830-	<u>Founder's Day Dinner</u> (West Point Army Mess, Black Tie)
Friday March 17	0730-0915	<u>Breakfast Working Organizational Meeting</u> (Hotel Thayer)
		<u>Capital Improvements</u> (COL Gilkey)
	0915-1115	<u>Briefings & Discussions</u> (Superintendent's Conference Room, Bldg #600)
	0915-1000	<u>Superintendent's Overview</u>
	1000-1015	<u>Break</u>
	1015-1130	<u>Commandant's Review</u> (Honor System, Readmissions, Military Training and the Fourth Class System, Cadet Attrition, Role of the Tactical Officer, Women Cadets).
	1145	<u>Meet Cadet Escorts for Lunch</u> (Washington Hall)
	1150-1215	<u>Lunch</u> , Washington Hall
	1230-1630	<u>Briefings & Discussions</u> (Superintendent's Conference Room, Bldg #600)
	1230-1345	<u>Dean's Review</u> (New Curriculum and Transition Planning, Visiting Professor Program and Civilianization)
	1345-1400	<u>Ethics Instruction</u> (LTC Stromberg)
	1400-1415	<u>Break</u>
	1415-1445	<u>Governance</u> (BG Bagnal)
	1445-1515	<u>Admissions and Educators Visit Programs</u> (COL Rogers)
	1545-1600	<u>Break</u>
	1600	<u>Board Discussions - Hotel Thayer</u> (Individual Departures Following Adjournment)

Incl 1

APPENDIX 2 - EXHIBIT A

RULES OF THE BOARD OF VISITORS

ARTICLE 1 - THE BOARD OF VISITORS

1.01. Constitution of the Board of Visitors.

The Board of Visitors consists of:

a. The Chairman of the Committee on Armed Services of the Senate or his designee;

b. Three other members of the Senate designated by the Vice President or president pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate;

c. The Chairman of the Committee on Armed Services of the House of Representatives, or his designee;

d. 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

e. Six members designated by the President.

1.02. Term of Service:

a. Congressional members serve from year to year as they qualify by position or as they are designated by the appropriate official in 1.01 (a), (b) (c), or (d).

b. Members appointed by the President normally serve for three years. They are appointed for terms which provide for the expiration of the terms of two members each year. Two persons are appointed by the President each year to succeed members whose terms expire that year.

c. If a member of the Board dies or resigns, a successor is designated for the unexpired portion of the term by the official who designated the

member.
Incl 2

1

APPENDIX 2 - EXHIBIT B

1.03. Presiding Officers:

a. A presiding officer or Chairman, and a Vice-Chairman, shall be selected through nomination and election by the Board of Visitors members at their organizational meeting. The organizational meeting shall normally be held during the first quarter of each calendar year and the election of the Chairman and Vice-Chairman shall be the first order of business before the Board.

b. The Chairman and Vice-Chairman shall serve for a period commencing with their election until their re-election or the election of their successors at the next year's organizational meeting.

c. The Vice-Chairman shall serve in the stead of the Chairman if the latter is unable to attend a scheduled Board meeting or Executive Committee Meeting or if the Chairman resigns or is unable to perform the functions of his office because of illness or death.

1.04. Executive Committee.

a. Following the election of the Chairman and the Vice-Chairman, the second order of business at the organizational meeting shall be the selection of the members of the Executive Committee of the Board of Visitors.

b. The Executive Committee shall consist of the Chairman, who shall chair the Committee, the Vice-Chairman ex officio and five other members appointed by the Chairman with the consent of the Board, provided that at least three of the members shall be Members of the United States Congress. In the event a vacancy on the Executive Committee occurs, the Chairman may appoint a member to fill that vacancy. The appointment shall be presented to the Board for its consent at the Board's next meeting.

c. The members of the Executive Committee shall serve for a period commencing with their appointment until their reappointment or the appointment of their successors at the next year's organizational meeting.

d. The Executive Committee shall have no binding authority except that expressly granted by the Board but 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. Any recommendations shall be taken up by the Board as agenda items.

e. The Executive Committee shall meet at the call of the Chairman or at the request of a majority of the committee members subject to the provisions of paragraphs 1.05 and 4.02, below.

1.05. Executive Secretary. The Executive Secretary shall be appointed by the Superintendent, USMA, after timely consultation with the Chairman of the Board of Visitors. He shall act as the designated Federal representative required by section 10(e), Federal Advisory Committee Act (FACA) (5 U.S.C. App I, 10(e)), and he shall have the duties and responsibilities imposed by sections 10(e) and (f), FACA (5 U.S.C. App I, 10(e) and (f)). As part of those duties, he shall attend all meetings of the Board and Executive Committee. In addition, he shall perform such other functions as prescribed by the Superintendent, USMA.

ARTICLE II - MEETINGS

2.01. Definitions. For purposes of these rules the following definitions will apply:

a. Board meeting. Any assemblage of Board Members called to address items of business before the Board. Executive Committee meetings are not regarded as Board meetings, except for the purposes of paragraphs 1.05, 2.07, 4.02, and 4.04.

Incl 2

3

APPENDIX 2 - EXHIBIT B

b. Special visits. Visits to USMA by members of the Board, either individually or as a group (including visits by the Executive Committee) other than in connection with a Board meeting.

c. Annual visit. A Board visit to USMA explicitly identified by the Board in its request to the Secretary of the Army, to fulfill the provisions of 10 U.S.C. 4355 (d), the conclusion of which will trigger the submission of the Board's final report to the President in accordance with 10 U.S.C. 4355 (f).

2.02. Designating Board Meeting Dates.

a. Prior to the holding of the first meeting in each calendar year, the Chairman will prepare a tentative meeting and visit plan for the new Board after such consultation with members of the Board as he shall deem appropriate. The plan will include the designated Annual Visit to USMA and such other visits to or meetings at USMA and such meetings elsewhere as are deemed desirable by the Board. The Plan shall be prepared in coordination with the Executive Secretary, the Superintendent USMA, and the Secretary of the Army.

b. The Board, the Executive Committee or any member of the Board may make Special Visits to USMA in addition to those described in 2.02(a) in connection with the duties of the Board or to consult with the Superintendent, USMA. Any such Special Visits shall be coordinated through the Executive Secretary with the Superintendent.

c. The schedule of visits contained in the Plan will be submitted to the Secretary of the Army for his approval pursuant to 10 U.S.C. 4355(d).

d. Prior to the conclusion of each Board meeting the Board shall confirm or amend the tentative dates and locations for subsequent meetings of the Board contained in the tentative meeting and visit plan of the Board.

2.03. Calling of Special Meetings. The Chairman may propose a special Board meeting in his discretion for good cause; or, in any event upon the written request of at least a majority of the Board Members.

2.04. Quorum. No business may be transacted at a meeting of the Board unless a quorum of seven Board members is present.

2.05. Deliberative Rules. In all proceedings and discussions of the Board the ordinary rules of deliberative bodies or such modification thereof as may be made by the Board shall govern, but no question shall be put to a vote until each member shall have had a reasonable opportunity to express his views thereon. Where these rules do not specify procedures for handling certain matters, Robert's Rules of Order will apply. All questions shall be decided by a majority vote of the members present. Each member shall have one vote. In case of a tie the decision shall go to the side with which the presiding officer has voted.

2.06. Minority or Supplemental Views. Members of the Board may present their minority or supplemental views in writing which, after being circulated to all other Board members, shall be appended to the Board's annual report to the President if the member submitting the supplemental views so requests.

2.07. Minutes of the Board of Visitors. Detailed minutes of each meeting of the Board shall be kept and shall contain a record of persons present, a complete and accurate description of matters discussed and conclusions reached, and copies of all reports received, issued, or approved by Board. Member's statements will appear only in summation form, except any member may exercise a right to have his views incorporated verbatim in the minutes. The accuracy of all minutes shall be certified by the Chairman of the Board. Subject to 5 U.S.C. 552, the records, reports, transcripts, minutes

and other documents pertaining to the Board's activity will be available for public inspection in the office of the Executive Secretary.

2.08. Reports. The Board shall submit to the President, within 60 days after the meeting designated as the Annual Visit, a final annual written report of its action and of its views and recommendations pertaining to the Academy. Any interim report of a special meeting or visit shall, if approved by a majority of the members of the Board, be submitted to the President within 60 days after the approval. Such interim reports will be incorporated as inclosures to the final annual written report to the President.

ARTICLE III - SPECIFIC DUTIES OF THE BOARD

3.01. The Board of Visitors 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.

3.02. All members shall make every effort to attend meetings of the Board commensurate with their other public duties.

ARTICLE IV - GENERAL

4.01. Prior Board of Visitors Recommendations. Prior to the convening of the Board for each meeting, every member will be provided a report by the Executive Secretary detailing the status of actions completed or underway in response to each recommendation of the prior meeting of the Board of Visitors.

4.02. Notice of Meetings of the Board of Visitors.

a. Notice of the scheduled meetings of the Board of Visitors will be published in the Federal Register in accordance with Section 10(a) (2) of the FACA (5 U.S.C. App I, 10(a) (2)). The notice shall be published at least 15 days before the date of the meeting, except that a shorter period may be

authorized in an emergency situation, with the prior approval of the Department of Defense Committee Management Officer (Para VII. A, DOD Dir 5105.18). The notice shall state the time, place, and purpose of the meeting and set forth a summary of the agenda. The notice shall also state whether the meeting will be open to the public. All meetings of the Board of Visitors will be open to the public except as provided by 4.02 b. below.

b. In those instances where a majority of the Board of Visitors determines in advance that certain sessions (e.g., the Executive Session or Briefing Session) of a scheduled meeting, or the entire meeting should be closed to the public in accordance with the provisions of 5 U.S.C. App I 10(d) and 5 U.S.C. 552b (c), the Chairman will so notify the Executive Secretary. The Executive Secretary will coordinate the appropriate correspondence between the Superintendent and Department of the Army so that the approval of Department of Army is requested. Approval to close any meeting or portion thereof will be granted only with the concurrence of the Secretary of the Army.

c. In those instances where unanticipated matters of a sensitive nature arise, which a majority of the Board of Visitors determines should not be discussed in an open session of the Board, due to exemptions from disclosure under the provisions of 5 U.S.C. App I, 10 (d) and 5 U.S.C. 552b (c) or other applicable law, discussion of such matters shall be deferred to a meeting scheduled at a later time, to provide time for compliance with Section 10(d) of FACA (5 U.S.C. App I, 10 (d)) or other applicable law.

4.03. Surrogates of Members. If a Congressional member of the Board of Visitors is unable to attend a scheduled meeting, he may designate one of his staff members to attend in his stead and observe the Board's proceedings.

The person so designated will be allowed to observe all sessions of the Board of Visitors, unless a majority of the Board should vote to exclude the person designated from a closed session.

4.04. Meetings of the Board. Members of the public attending open meetings and briefings of the Board will not be allowed to present questions from the floor or speak to any issue under discussion by the Board. However, any member of the public shall be permitted to file a written statement with the Board.

4.05. Agenda. The agenda for all Board of Visitors Meetings shall consist of:

a. Those matters deferred from previous Board meetings for consideration at the next scheduled meeting.

b. Those matters proposed for discussion by the Academy or the Department of the Army which were transmitted to the Board members prior to the meeting, unless a majority of the Board determines not to consider particular matters on the proposed Academy Agenda.

c. Those matters recommended by the Executive Committee.

d. Those matters proposed for discussion by Board members, provided that one-third of the members of the Board, prior to the meeting, have informed the Chairman, in writing, of assent to the proposed addition of such items for Board consideration during the meeting; and, further provided, that the Executive Secretary has reasonable time to coordinate Academy and Department of the Army views on the proposed matter.

e. Such other matters as are brought before the Board at the meeting and are placed on the agenda by the vote of two-thirds of the members present.

f. Matters relating to the date and location of subsequent meetings of the Board pursuant to 2.02(d).

4.06. Proxy Voting. Proxy voting will not be allowed. A letter from an absent member presenting a position on a particular matter under consideration by the Board shall not constitute a vote on the matter, but the letter may be read to the Board by the Chairman and shall be appended to the Minutes of the Board.

4.07. Amendments or Changes to Rules of the Board of Visitors. Amendments or changes to these Rules of the Board of Visitors may be suggested by any member as an Agenda item as referred to in paragraph 4.05(d) upon not less than 30 days written notice to the Board. The assent of at least two thirds of the members of the Board of Visitors is necessary to amend or change these rules. No amendment or change affecting paragraphs 1.04c, 1.05, 2.01a, 2.07, 4.02, or 4.04 will be effective without the assent of the Secretary of the Army.

BREAKFAST MEETING
1978 BOARD OF VISITORS

1. The Board convened at 0745 hours in the Hotel Thayer at West Point. Members present were: Bennett, Baxter, Young, Kaufman, Gilman and Wilkins. Ms. Jeannie O'Neil and Mr. Rich DiSalvo represented Congressmen Long and Downey respectively. LTC Gleichenhaus and MAF Deline represented the Department of the Army and participated at the invitation of the Board. The Executive Secretary was present.
2. The meeting commenced with a continuation of the discussion of the Rules of the Board which had begun the evening before. There was discussion of paragraph 1.04b regarding the membership of the Executive Committee. It was moved to make the Board Vice Chairman an ex officio member of the Executive Committee. The motion was seconded and passed, 5 to 1.
3. The Executive Secretary reviewed the actions of the previous evening and indicated that at the conclusion of the meeting that the Rules would be drafted as the Board had determined, reviewed by the Chairman and sent to the Board as adopted unless there was objection to the contrary. No objection being registered that procedure was agreed upon, contingent upon a final vote upon conclusion of the full discussion of the Rules.
4. There was discussion regarding the delays in handling the report and transmitting it to the President primarily at the Department of the Army and Department of Defense level. This resulted in an extremely long period of time from the submission of the Board's annual report to the President and his actual receipt of it. LTC Gleichenhaus assured the Board that he would take this up at Department of the Army and Department of Defense level and see if the processing and staffing time could not be drastically reduced. The Board agreed that some changes were needed and indicated its unanimous view that the processing period should be compressed so that the Board's recommendations and observations could be more pertinent and timely for the President.
5. The Board proceeded to work its way through the Rules. After completing discussion of paragraph 4 of the draft that portion of the meeting was adjourned at 0830.
6. The briefing portions of the meeting agenda then followed with COL Gilkey presenting the construction projects. The Board decided to submit letters to the Chairmen of the various concerned committees in the House of Representatives and the Senate supporting the USMA construction proposals. The text of one of these letters which were mailed on 17 March 1978 is at Inclosure 1.

APPENDIX 2

7. There was then an extended discussion of the status of the Visitors Information Center. Congressman Gilman said he certainly welcomed the flexibility shown by West Point on this issue but that time was rapidly slipping away and that he hoped that West Point would soon establish a firm date for construction of the Visitors Center. Mr. Kaufman emphasized the great value of a Visitors Information Center to West Point particularly in the eyes of the citizens who support it. He stressed the national aspect of West Point and the strong feelings that people held for it. He hoped an efficient, attractive and useful facility would help capitalize upon the mutual good will and respect between West Point and the Nation's citizens. Congressman Gilman then asked that the Board urge USMA to make the Visitors Information Center a high priority item. There was general agreement by the Board on this issue, however the members decided to defer taking any final action on Congressman Gilman's suggestion until they had had an opportunity to discuss this matter with General Goodpaster during his presentation to the Board. This portion of the meeting was then adjourned at 0920 hours.


 Certified
 Chairman
 1978 USMA Board of Visitors


 DANA G. MEAD
 Colonel, USA
 Executive Secretary
 1978 Board of Visitors



DEPARTMENT OF THE ARMY
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK 10996

17 March 1978

Dear Mr. Chairman:

At its meeting today, the USMA Board of Visitors reaffirmed its support for four construction items proposed for FY 1979 funding for the United States Military Academy.

The Board discussed these items during its 1977 meetings as well, and in its 1977 Annual Report (excerpt inclosed) recommended strongly to the President the funding of the \$12.3 million in FY 1979 projects now before you for West Point.

The proposed renovation of the old USMA hospital to accommodate a cadet health center, a dental clinic and administrative services is of especial interest. The Board notes that through the efforts of one of its members, at least \$7 million was saved over the original Army planned amount for the construction of Keller Army Hospital. Of the \$20 million appropriated for that project, \$4.3 million remains available for the Health Clinic. The \$5.1 million requested in this year's program will result in efficient, one-time renovation of Building 606, the former hospital, to provide improved health services to the Corps of Cadets.

The athletic program items -- \$3.6 million for renovation of Michie Stadium and \$1.3 million for construction of outdoor facilities -- reflect not only the need for basic structural repair to the stadium, but the need to accommodate a full range of women's intercollegiate and cadet intramural athletic programs.

The amounts proposed for utilities represent a continuation of the safety-related program to separate power and communications lines, and will pay for the two final phases of that project.

The Board, having reviewed the Academy's construction programs and needs, is convinced that the entire Fiscal 1979 program before you deserves the approval of the Congress.

Your consideration is appreciated.

Sincerely,

DOUGLAS P. BENNETT, ESQ.
Chairman,
1978 Board of Visitors

Incl
As Stated
Incl 1

APPENDIX 2 - EXHIBIT C

1978 BOARD OF VISITORS

1. The formal briefing program as outlined in the Board's agenda began at 0945 hours in the Superintendent's Conference Room, Building 600, at West Point. Members present were Bennett, Kaufman, Wilkins, Young and Baxter. Congressman Gilman had departed West Point at 0930. Ms. O'Neil and Mr. DiSalvo represented Congressmen Long and Downey respectively. The Executive Secretary was present. The briefings are contained verbatim in the transcripts filed with these minutes. (This includes pages 1-244 of the transcripts dated 17 March 1978, 0900-1500 hours.)

2. Three specific items related to previous actions of the Board were discussed and have been extracted here:

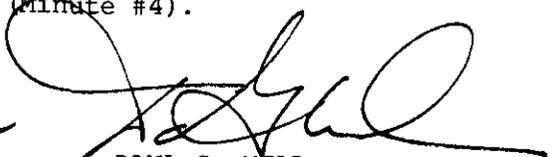
a. Regarding the Visitors Information Center the Superintendent indicated that a resolution from the Board expressing its support for settling on a firm date and commencing the construction would assist him.

b. The meeting schedule of the 1978 Board was discussed with the Superintendent and he indicated that he thought it would be appropriate and useful for the Board to meet two or three times at West Point during the year if the Board so desired.

c. Discussion of an interim report was discussed and it was decided that it would be impracticable for the Board to submit a series of interim reports on its various visits. Instead the Board would submit letters on various items that required action prior to the submission of the final report and all other actions, observations and recommendations and activities of the Board would be combined in the single annual report to the President. The Board recessed for lunch with the cadets at 1150 hours; the remainder of the agenda was followed until the Final Business Meeting (Minute #4).



Certified
Chairman
1978 USMA Board of Visitors



DANA G. MEAD
Colonel, USA
Executive Secretary
1978 Board of Visitors

APPENDIX 2

FINAL BUSINESS MEETING
1978 BOARD OF VISITORS

1. The Board convened at 1810 hours, 17 March 1978 at the Hotel Thayer with Chairman Bennett presiding. Members present were: Bennett, Baxter, Wilkins, Young, Kaufman. Ms. O'Neil and Mr. DiSalvo represented Congressmen Long and Downey, respectively. The Executive Secretary and Department of the Army representatives were also present.
2. The Board completed its discussion of the Rules. The Board voted to adopt the Rules, as discussed and modified, by a unanimous vote of the members present, except Mrs. Young who abstained. The resolution voted stated that "the Rules should be considered adopted as changed by the Board unless found legally objectionable by Department of the Army."
3. It was resolved that the Board or the Chairman should send a letter indicating to General Goodpaster appreciation for his taking the job this time and adding a pledge of the Board's support. The resolution was passed unanimously.
4. A letter regarding the Visitors Information Center was then discussed and the Board unanimously decided to send a letter to the Superintendent stressing the need for flexibility, emphasizing the broader national aspects and benefit of the Visitors Information Center and urging West Point to move ahead. A copy of that letter is included at Inclosure 1.
5. Next the Board addressed the appointment of the Executive Committee. After considerable discussion the Board decided to reverse, unanimously, its earlier decision and to include the Vice Chairman as an ex officio member of the Executive Committee. Mr. Bennett then named Mr. Baxter, Congressman Gilman, Congressman Murphy, Senator Garn and Presidential appointees Kaufman and Wilkins to the Executive Committee. A formal letter of appointment is attached at Inclosure 2 to this minute.
6. Finally the Board discussed its tentative meeting schedule. It agreed that the Annual Visit, as defined in the law, should be held during a football weekend in either late September or early October. Mr. Bennett agreed to discuss the Board's meeting schedule with both the Secretary of the Army and the Chief of Staff; a formal letter requesting the Secretary's approval should go forward sometime after those discussions. A copy of that letter is inclosed at Inclosure 3. to the minute.

APPENDIX 2

7. There being no further business for the Board the Board adjourned its 1978 March Informational Meeting at 1907 hours on 17 March 1978.



Certified
Chairman
1978 USMA Board of Visitors



DANA G. MEAD
Colonel, USA
Executive Secretary
1978 Board of Visitors

1978 USMA BOARD OF VISITORS
WEST POINT, NEW YORK 10996

25 May 1978

LTG A. J. Goodpaster
Superintendent
United States Military Academy
West Point, New York 10996

Dear General Goodpaster:

In March during the Board of Visitors meeting at West Point, the Board discussed the progress of the construction of the Visitors' Information Center at West Point. As you recall, the discussion was extended and quite detailed, concluding with a general view that the Center had been delayed beyond a reasonable time. The Board was disappointed with the status of the project.

The Board believes that the construction of the badly needed center has been postponed too frequently. We envisage the Center as the archway through which millions of our citizens will be introduced to West Point during their visits to the Academy. West Point is a national institution, belonging to all our people, and we believe it holds a special place in their expectations and aspirations. While many buildings and areas of scenic interest enhance the institution in the eyes of its visitors, only an impressive, functional and adequate Visitors' Center can serve as a fitting introduction. In our view too little attention has been paid to the great national service that a new Visitors' Center can render for a great national institution and the people who support it.

Therefore, we urge you to take action necessary to speed the construction of the Visitors' Information Center at USMA. We would certainly hope that such action would not permit the project to be postponed beyond 1980.

Incl 1

APPENDIX 2 - EXHIBIT D

LTG A. J. Goodpaster

25 May 1978

Please be assured that the Board of Visitors stands ready to assist you, your staff and Department of the Army in any way to insure that this important and badly needed project reaches an early completion.

Sincerely,

A handwritten signature in black ink, appearing to read "Douglas P. Bennett". The signature is written in a cursive style with a long horizontal line extending to the left.

DOUGLAS P. BENNETT
Chairman
1978 USMA Board of Visitors

1978 USMA BOARD OF VISITORS
WEST POINT, NEW YORK 10996

26 May 1978

LETTER OF APPOINTMENT:

Under the provisions of paragraph 1.04 of the Rules of the Board of Visitors, the following members are appointed as the Executive Committee of the 1978 United States Military Academy Board of Visitors.

DOUGLAS P. BENNETT, Chairman
HARRY Y. BAXTER, Vice Chairman, ex officio
SENATOR JAKE GARN, Member
REPRESENTATIVE BENJAMIN A. GILMAN, Member
REPRESENTATIVE JOHN M. MURPHY, Member
MR. ROBERT M. KAUFMAN, Member
MRS. HELEN N. WILKINS, Member

The members of the Executive Committee shall serve for a period commencing with their appointment until their reappointment or the appointment of their successors at next year's organizational meeting. The Committee shall serve an oversight function as considered appropriate and necessary and shall report to the Board of Visitors at each meeting with its findings and recommendations. Its recommendations shall be taken up by the Board as agenda items.



DOUGLAS P. BENNETT
Chairman,
1978 USMA Board of Visitors

Incl 2

APPENDIX 2 - EXHIBIT E

June 7, 1978

Clifford L. Alexander
Secretary of the Army
The Pentagon
Room 3E718
Washington, DC 20310

Dear Mr. Secretary,

When we visited a few weeks ago, I described a number of objectives that the Board of Visitors to West Point hopes to accomplish. I further indicated that you would be receiving a proposed set of internal procedures for use by the Board -- these procedures to be, of course, reviewed and agreed to by legal counsel within the Department of the Army. Lastly, we discussed our desire to hold meetings on approximately a quarterly basis so that the Board of Visitors could carry out its responsibilities in a more knowledgeable and effective manner. In connection with the quarterly meetings, I promised to send to you a tentative schedule for your review and approval. I might add that I was very pleased with our visit and gratified that you warmly endorsed the objectives of the Board of Visitors.

As you know, your staff has reviewed our proposed set of internal procedures and we are proceeding accordingly. I want to thank you for their prompt and careful attention.

With your approval, I would like to schedule a Board of Visitors meeting at West Point probably during the last week of July. I think it is important that the members of the Board who are not intimately acquainted with the military academy have an opportunity to observe and speak with the cadets during their summer military training period. This apparently is an insight previous Board's of Visitors have never been able to obtain. Lastly, I would like to have a third meeting at West Point in the early Fall and preferably in connection with one of the home football games. We have a couple of tentative dates in mind in late September or early October. In our judgment, these two additional board meetings at West Point will serve to further enhance the understanding and appreciation of the United States Military Academy and its mission. The Fall meetings to which I referred will allow us an opportunity to further evaluate the academic program which, as you well know, is undergoing rather vigorous change at the moment. It will also give us an opportunity to evaluate the honor system and changes which have been effected therein.

Incl 3

APPENDIX 2 - EXHIBIT F

I trust our tentative visits will meet with your approval and I look forward to hearing from you in the very near future. I might add that the members of the 1978 Board of Visitors care deeply about West Point and all of us are taking our responsibilities very seriously.

With Warmest Best Wishes.

Sincerely,

/s/ Douglas P. Bennett

Douglas P. Bennett
Chairman, Board of Visitors
U. S. Military Academy

CERTIFIED TRUE COPY:

By: *Kermit M. Henninger*
KERMIT M. HENNINGER

ORGANIZATIONAL MEETING
1978 BOARD OF VISITORS

1. The meeting was convened by the Chairman, Mr. Bennett, at 2115 hours, 26 July 1978 at the Hotel Thayer, West Point. Members of the Board present were: Bennett, Young, Wilkins, Baxter, and Kaufman. Mr. George Kuhn and Mr. Rich DiSalvo represented Senator Moynihan and Congressman Downey respectively. MAJ Eggers and LTC Norman represented the Department of the Army at the invitation of the Board. The Executive Secretary was present.
2. As an initial point of departure, Mr. Bennett read a letter from the Secretary of the Army to the Board of Visitors dated 29 June 1978 (Incl 1) which gave approval for two additional meetings at West Point and endorsed the idea of focusing on specific topics at each meeting. Mr. Bennett indicated that the Department of the Army had approved the appointment of LTC Kermit M. Henninger, Special Assistant to the Superintendent for Policy and Planning, as the Executive Secretary to the Board of Visitors. He also read a letter from President Carter to the Board dated 20 July 1978 (Incl 2) acknowledging the President's receipt of the 1977 Annual Report and complimenting the Board on a job well done.
3. The Executive Secretary presented the draft agenda of the next day's activities for approval by the Board (see Inclosure 3). The agenda was approved as presented. Mr. Bennett did, however, ask that Members have the opportunity of dining with both upperclassmen and new cadets at the noon meal. This adjustment was made.
4. Mr. Bennett recommended to the Board that the agenda for the next meeting be decided at this meeting. His recommendation was discussed and a consensus emerged that a meeting of the Executive Committee be convened in early September to plan in detail for the annual meeting at West Point.
5. Mrs. Young suggested that appropriate steps be taken to acquaint cadets with the purpose and composition of the Board of Visitors. The Executive Secretary indicated such actions would be taken.
6. Mr. Bennett suggested that the Members visit West Point informally to continue and broaden their contacts with the institution. This suggestion prompted a more general discussion of their role and functions in identifying and investigating problems and issues. Emerging from this discussion was the view that all members should be encouraged to submit their comments to Mr. Bennett who will forward them to LTC Henninger

APPENDIX 3

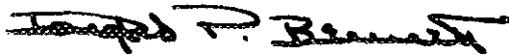
Minute #5 USMA BOV 1978

26 July 1978

for appropriate dissemination. In this regard, Mr. Kaufman suggested that each member might focus on a particular area of interest. This recommendation is consistent with the written remarks of the Secretary of the Army.

7. The Board adjourned at 2300 hours, 26 July 1978.

Certified:



DOUGLAS P. BENNETT
Chairman
1978 USMA Board of Visitors



KERMIT M. HENNINGER
LTC, GS
Executive Secretary
1978 USMA Board of Visitors

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
Washington, D. C. 20310

DAPE-ZB

9 Feb 1978

Honorable Clarence D. Long
House of Representatives
Washington, D. C. 20515

Dear Mr. Long:

At the September 1977 meeting of the Board of Visitors of the United States Military Academy, you raised a question of Army policy concerning the returned cadets involved in the 1976 honor incident.

It is Army policy that each of these young men will enter the Army without stigma; their future career development and progression in the Army is to be based solely on their professional attributes, performance of duty, future potential and unswerving desires to serve their country.

The Army leadership is dedicated to fair and just treatment to each and every officer commissioned. It is clearly Army policy that the slate has been wiped clean as regards the readmitted cadets. Their subsequent success in the service, within the limits of human capability, will be based on their own efforts and performance.

Sincerely,

CERTIFIED TRUE COPY:

/s/Joseph P. Kingston

By: *Kermit M. Henninger*
Kermit M. Henninger

Joseph P. Kingston
Major General, GS
Assistant Deputy Chief
of Staff for Personnel

Incl 1

APPENDIX 5 - EXHIBIT A





SECRETARY OF THE ARMY
WASHINGTON

29 June 1978

Dear Mr. Bennett:

Thank you for your June 7, 1978 letter regarding the United States Military Academy Board of Visitors. We agree the Board can make a significant contribution to the Academy, but must become more knowledgeable if they are to fulfill their potential.

Having received the concurrence of the Superintendent, I approve your request to have two additional meetings at West Point this year, one in late July and the other in late September or early October.

The charter of the Board of Visitors is very broad and I applaud your plans to narrow the scope of the Board's interest at these additional meetings. Rather than reviewing the entire Academy at each meeting, I believe you might profitably address such specific areas as academics, research, public relations, athletics, the Honor System, cadet extra-curricular activities, and the physical plant. Further, it would seem advantageous to have individual members focus on specific areas of interest to the Board so that over their period of service they could develop a degree of expertise and provide valuable advice.

I look forward to receiving your annual report.

Sincerely,

Clifford L. Alexander, Jr.

Mr. Douglas P. Bennett
Chairman, Board of Visitors
United States Military Academy
1776 F Street, Northwest
Washington, D. C. 20006

Incl 1

APPENDIX 3 - EXHIBIT A

THE WHITE HOUSE

WASHINGTON

July 20, 1978

To Douglas Bennett

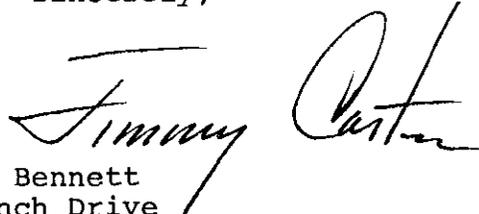
I have just received from the Secretary of Defense, the November 1977 Report of the United States Military Academy Board of Visitors.

Your comprehensive review of the Academy program is appreciated. I hope that future reports will continue to provide analysis of academic policy and other training issues facing the Academy, as well as physical and fiscal matters. Such analyses will help to assure that the principles of quality education at the Academy will endure.

It was with great sorrow that I learned of the death of Mr. Carleton J. King. His extensive dedication and contributions to the Board will surely have a lasting impact on the maintenance of high educational standards and quality at the Military Academy.

Please convey my gratitude to the Board for a job well done.

Sincerely,

A handwritten signature in cursive script, reading "Jimmy Carter". The signature is written in black ink and is positioned to the right of the typed name.

Mr. Douglas P. Bennett
9107 North Branch Drive
Bethesda, Maryland 20014

Friday, 28 July (cont)

0830-1145	Observe CFT at Camp Buckner/Informal discussion w/CFT Tactical Officers	COL Cole
1200-1245	Lunch, Camp Buckner Mess Hall	
1345-1445 (Optional)	Informal Discussions w/CBT Tactical Officers	LTC Moscatelli
1500-1600	COL Mead's Retirement - West Point Rm, Library	
1600-1700	Concluding Meeting - Hotel Thayer	
1830-2100	Picnic at Camp Buckner w/Cadets	

Saturday, 29 July

0730-0830	Breakfast at Hotel Thayer	
0845-1130	Attend CBT training as desired	LTC Moscatelli

BREAKFAST MEETING
1978 BOARD OF VISITORS

1. The Board convened at 0720 hours in the Hotel Thayer at West Point. Members present were: Bennett, Wilkins, Young, Kaufman, and Baxter. Mr. George Kuhn and Mr. Rich DiSalvo represented Senator Moynihan and Congressman Downey respectively. LTC Norman and MAJ Eggers represented the Department of the Army and participated at the invitation of the Board. LTG Goodpaster was present. The Executive Secretary was present. A verbatim transcript was prepared and has been filed with these minutes.
2. The meeting dealt with the construction of the proposed Visitor's Information Center. Mr. Bennett reminded the members of the Superintendent's letter dated 5 July 1978 (Incl 1). In that letter, LTG Goodpaster indicated that the VIC has been placed in the 1982 construction program.
3. COL Clarence Gilkey, Director of Facilities Engineering, presented an overview of the situation involving the VIC. COL Gilkey indicated that the master plan calls for an upgrading of both the VIC and the West Point museum. Associated with that plan was the desire to move the museum from the congested central post area. The design concept which has been developed involves co-locating the museum and the VIC at a presently undeveloped site. This concept has generated controversy both locally and at succeeding levels of command. Locally, there seems to be a degree of opposition to moving the VIC away from the vicinity of the business district of Highland Falls. At USMA, Department of the Army, and Office of the Secretary of Defense levels, there is stiff competition with other projects of more urgent need to the Academy and the military services. As a result of these forces, the decision has been made to include the VIC in the 1982 construction program. Such a step reflects the priorities of the Military Academy and also a commitment to an improved VIC.
4. Mr. Bennett raised the question of whether the museum and the VIC must be co-located. Both LTG Goodpaster and COL Gilkey responded affirmatively citing economic and functional reasons. This line of discussion led to a consideration of financing. The museum project would have to be privately financed. Although offers of aid have been tendered, at present, sufficient private funds to defray the total cost of the project are not available. Mr. Bennett expressed his concern that further delays would impede the existing offers of aid.
5. Mr. Kaufman suggested that an economic impact study might be undertaken as a means of identifying possible benefit from the VIC which would be of assistance in enlisting support. COL Gilkey explained that

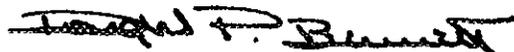
Minute #6 USMA BOV 1978

27 July 1978

such a study would be competing for scarce funding with other studies involving energy and the environment which have been mandated by agencies external to USMA.

6. This portion of the meeting was adjourned at 0815 hours.

Certified:



DOUGLAS P. BENNETT
Chairman
1978 USMA Board of Visitors



KERMIT M. HENNINGER
LTC, GS
Executive Secretary
1978 USMA Board of Visitors



OFFICE OF THE SUPERINTENDENT
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK 10996

MAEN-A

July 5, 1978

Mr. Douglas P. Bennett
Attorney at Law
1776 "F" Street
Washington, D. C. 20006

Dear Mr. Bennett:

As a result of your letter of May 25, 1978 concerning the Visitors' Information Center, I have had the Military Academy staff review our position concerning this project. We share your interest in obtaining this needed improvement as quickly as feasible but feel that realistically we could not expect favorable action from the Department of the Army and other Executive Branch agencies prior to the 1982 Military Construction Program.

In developing our annual slate of construction requirements it is necessary to evaluate the relative merit and urgency of need of each of our unsatisfied requirements in order to formulate a list that will meet our most pressing needs while remaining within the budgetary ceilings imposed by the Department of the Army. Recognizing that our list will be reviewed and perhaps decremented at several echelons in developing the final construction program that is forwarded to Congress for action, we must prudently select projects that can successfully compete with the priority projects submitted by other major commands of the Army. Experience has shown that those projects directly related to our mission to train cadets for a successful career as an officer in the Regular Army have the highest potential to survive this review process. In past years when the Visitors' Information Center has been forwarded in our list of requirements, it has failed this test of comparative urgency.

The Military Academy completed a study in December 1976 to identify urgent requirements for athletic facilities to support the physical training of cadets. Four major projects were identified: Field House Rehabilitation; Michie Stadium and Gymnasium Alterations; Outdoor Athletic Facilities; and Indoor Athletic Facility. Each of these is directly

Incl 1

APPENDIX 3 - EXHIBIT D

MAEN-A
Mr. Douglas P. Bennett

July 5, 1978

related to improving our ability to perform our primary mission. The Field House Renovation, which was already in the planning stages at the time of the study, is now under way. The next two projects, Michie Stadium and Gymnasium Alterations and Outdoor Athletic Facilities, have been included in the 1979 Construction Program and are presently before Congress.

Our 1980 Construction Program consists solely of the Indoor Athletic Facility, which will provide a new basketball and hockey arena to support our intercollegiate sports and cadet athletic instruction programs. The current estimate for this project exceeds \$13 million which puts us at our budget guidance ceiling for new construction for 1980. In weighing our need for this facility against the need for the Visitors' Information Center, we conclude that the need for an Indoor Athletic Facility is indeed more urgent.

While the 1981 Program contains several projects of less urgency than those included in prior years, they are more closely related to our primary mission than is the Visitors' Information Center. We have already identified these projects to the Department of the Army in our March 1, 1978 submission of the 1981 Program. To attempt to modify that submission now to substitute the Visitors' Information Center for a like value of projects now included could result in its being deferred once again and our loss of construction projects which might well gain approval.

For these reasons it seems more appropriate that we undertake a program now to gain support for the Visitors' Information Center in the 1982 Program toward the end of increasing its chances to survive the review process at Department of the Army and higher levels. We have several months available to us in which to accomplish this before we again submit the construction program documents for this project. If executed prudently, this "sales" program may succeed where past efforts have failed.

The Military Academy appreciates the concern and support of the Board of Visitors for this and other improvement programs and your offer of assistance in gaining recognition of the need for a new Visitors' Information Center is well received. Our staff will keep this offer in mind in developing our approach to gain Department of the Army support for the project, and I may be contacting you again as we develop specific areas where the Board's assistance will be beneficial.

Sincerely,



A. J. GOODPASTER
Lt. General, U. S. Army
Superintendent

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Incl 1

72

APPENDIX 3 - EXHIBIT D

FORMAL BRIEFING PROGRAM
1978 BOARD OF VISITORS

1. The formal briefing program as outlined in the Board's agenda began at 0830 hours in the Superintendent's Conference Room, Building 600, at West Point. Members present were: Bennett, Wilkins, Young, Baxter, and Kaufman. Mr. George Kuhn and Mr. Rich DiSalvo represented Senator Moynihan and Congressman Downey, respectively. LTG Goodpaster was present. The Executive Secretary was present. LTC Norman and MAJ Eggers represented the Department of the Army at the invitation of the Board. The briefings are contained verbatim in the transcripts filed with these minutes.

2. Several specific items identified in the briefings have been extracted here:

a. The Superintendent was gratified to report that the results of his experiences indicated that the traditional objectives at West Point remain sound. Although refinements in methods will be vigorously pursued, a commitment to the traditional goals of the Military Academy remains valid. The Superintendent also pointed out that the role and contribution of women at West Point is an accomplished fact. In this regard, the Academy has moved well beyond the stage of debate. He also informed the Board that, in discussions with other Service Academy Superintendents, he raised the issue of reducing the service obligation upon graduation from five years to four years. Finally, the Superintendent noted with satisfaction the numerous curriculum changes which have been undertaken.

b. Mr. Kaufman raised the issue of the Advisory Board. The idea of another Board to overwatch the Military Academy has not been supported by the White House. As such, it was pointed out that the Board of Visitors stands ready and able to assist the Military Academy in bringing outside advice to bear on significant problems.

c. COL Hutchison reported that the Military Academy has recommended to the Department of the Army that cadets separated in their 1st and 2d Class years from the Military Academy be placed in reserve components rather than on active duty.

d. MAJ Willis presented a briefing on the performance of female cadets. Overall, the performance of female cadets has compared favorably with their male counterparts. In the realm of academics, female cadets seem to fare slightly better than males in some courses, notably English and Foreign Languages, while male cadets appear to do slightly better in regard to Engineering-related courses. In terms of physical training, men and women participate in a common program of instruction with the exception of the women taking two courses in self-defense. Female cadet physical performance is measured against standards based on current women's experience. Attitudes in regard to women at West Point reflect a more positive trend toward acceptance based on talents and personal merit.

APPENDIX 3

27 July 1978

e. COL Pollin, as Chairman of the Superintendent's Honor Review Committee, presented a briefing on the work of the Committee and, in particular, the results of an extensive survey of cadet attitudes toward the Honor Code and System. The preliminary results of the survey suggest strong support for the tenets of the Honor Code. However, questions in regard to the Honor System remain. The Superintendent added that Honor should be viewed as a part of the educational inquiry here at West Point.

3. The Board recessed for lunch with the cadets at 1230 hours. The remainder of the agenda covering observation of field training was followed.

Certified:



DOUGLAS P. BENNETT
Chairman
1978 USMA Board of Visitors



KERMIT M. HENNINGER
LTC, GS
Executive Secretary
1978 USMA Board of Visitors

1978 BOARD OF VISITORS

1. A formal briefing by MG Raymond Murphy on the USMA sports program was presented to the Board at 1700 hours in the Hotel Thayer at West Point. Members present were: Bennett, Wilkins, Young, Baxter, and Kaufman. Mr. George Kuhn and Mr. Rich DiSalvo represented Senator Moynihan and Congressman Downey, respectively. MAJ Eggers represented the Department of the Army at the invitation of the Board. The Superintendent was present. The Executive Secretary was present. The briefing is contained verbatim in transcripts filed with these minutes.

2. The following specific items have been extracted from the briefings.

a. MG Murphy stressed the idea that Army athletics truly represent the student-athlete concept. Members of intercollegiate teams are, before all else, cadets sharing fully in the spectrum of academic and military activities. He went on to say that the athletic program is committed to standards of excellence befitting the Academy. He is aiming for a 75% overall success rate and, at least, a 50% success rate against Navy.

b. In response to a question from Mr. Bennett concerning recruiting, MG Murphy outlined some specific constraints. NCAA regulations mandate ten recruiters, which makes covering the entire country somewhat difficult. West Point's high admission standard greatly shrinks the pool of eligible candidates. Finally, the process of obtaining a nomination often poses difficulties. The Board Members offered their assistance in contacting congressional members to help obtain nominations.

c. MG Murphy outlined ongoing and planned construction projects. The key element in this program is the proposed Indoor Athletic Facility. The Board Members expressed their support in the urgent need for the new facility.

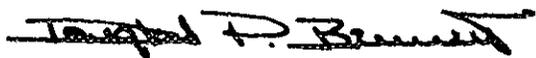
d. MG Murphy reviewed the financial situation for the intercollegiate athletic program and the effects of increased costs and the addition of women's programs. He indicated that the Army Athletic Association was exploring new methods for producing revenue but was no longer in a position where it could afford any capital improvements.

e. LTG Goodpaster informed the Board that his staff is reviewing ways in which appropriated funds could be used to support athletic projects since they contribute in varying degrees to the required physical training of all cadets. Mr. Bennett and Mr. Kaufman indicated their approval of this effort.

APPENDIX 3

3. The Board adjourned at 1830 hours.

Certified:



DOUGLAS P. BENNETT
Chairman
1978 USMA Board of Visitors



KERMIT M. HENNINGER
LTC, GS
Executive Secretary
1978 USMA Board of Visitors

CONCLUDING MEETING
1978 BOARD OF VISITORS

1. The Board convened at 1615 hours in the Hotel Thayer at West Point. Members present were: Bennett, Wilkins, Young, Baxter and Kaufman. Mr. George Kuhn, Mr. Dave Fitzgerald, and Mr. Rich DiSalvo represented Senators Moynihan and Garn and Congressman Downey respectively. MAJ Eggers represented the Department of the Army at the invitation of the Board. The Executive Secretary was present.
2. As an initial point of departure, Mr. Bennett asked each Member for their views on the value of this Informational Meeting which concentrated primarily on cadet summer military training at West Point.
3. The Board Members noted an upbeat, enthusiastic trend at West Point. The entire staff and faculty was receptive to the comments made. The informal exposure to cadets and Tactical Officers was highly beneficial. They were impressed by the cadre in that everyone was open, bright, enthusiastic, and interested in cadets, had open minds, and appeared to be thinking people. Concerning the cadet summer military training, the Members were impressed with the programs, and moved by the personal touch of instructors, and the enthusiasm on the part of students.
4. The Members acknowledged the outstanding leadership of MG Murphy in the intercollegiate athletic program. His leadership has been instrumental in improving the success of the Army's sports teams and improving the internal management of the Army Athletic Association.
5. The Board then reviewed plans for the September meeting and decided to concentrate on a review of the new academic curriculum.
6. This portion of the meeting was then adjourned at 1745 hours.

Certified:



DOUGLAS P. BENNETT
Chairman
1978 USMA Board of Visitors



KERMIT M. HENNINGER
LTC, GS
Executive Secretary
1978 USMA Board of Visitors

APPENDIX 3

BREAKFAST MEETING
1978 BOARD OF VISITORS

1. The Board convened at 0740 hours in the Hotel Thayer at West Point. Members present were: Bennett, Wilkins, Young, Kaufman, Baxter, and Congressman Gilman. The Executive Secretary was present.
2. The Board briefly reviewed all previous discussions and briefings to include the Superintendent's Overview, the Five-Year Obligation, Enlisted Service Obligations, the Visitors' Information Center, the Report of the Superintendent's Honor Review Committee, the Indoor Athletic Facility, and Summer Military Training.
3. Congressman Gilman asked that the Academy consider an admissions effort similar to the Navy Blue and Gold operation whereby all nominated candidates are personally contacted by a member of the admissions organization in order to acquaint them with the Academy and the admissions process. Congressman Gilman also asked that the Academy continue its efforts to add civilian instructors to the staff and faculty.
4. The Members present discussed cadet attrition for the Class of '82 during Cadet Basic Training. It was suggested that the Commandant be asked to present an update during the Annual Meeting in September.
5. Mr. Kaufman observed that the cadet meals are disproportionately heavy in carbohydrates and that observations and reports indicated that many women cadets gained substantial weight after arrival and during subsequent semesters. He thought it would be useful if the Academy pursued this area with vigor, even to the extent of consulting some outside experts.
6. This portion of the meeting was adjourned at 0925 hours. Remainder of the agenda covering inspection of cadets in the barracks and ranks was followed. There being no further business, the Board adjourned its 1978 July Informational Meeting at 1100 hours on 29 July.

Certified:



DOUGLAS P. BENNETT
Chairman
1978 USMA Board of Visitors



KERMIT M. HENNINGER
LTC, GS
Executive Secretary
1978 USMA Board of Visitors

APPENDIX 3

Saturday, 30 September (cont.)

1100	Parade
1130	Cocktails - Superintendent's Quarters
1230	Lunch - Cadet Mess Hall
1330	Football - Washington State vs. Army
1700	Depart - Hotel Thayer



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

October 26, 1978

Lt. General Andrew Goodpaster
Superintendent
United States Military Academy
West Point, New York 10996

Dear General Goodpaster:

Now that the 1978 Board of Visitors to the United States Military Academy has completed its formal responsibilities and is preparing to render a final report to the President, on my behalf and that of my colleagues on the Board, I want you to know how deeply grateful we are to you for undertaking the important responsibilities as Superintendent of West Point. During our sessions at the Military Academy this past year, we were continually impressed with the frank and open nature of the discussions conducted with you and the members of your staff on an array of subjects of great importance to the Academy.

As you know, the Board of Visitors this year undertook a self-imposed mandate to be of the greatest possible constructive assistance to you and those responsible for the administration and conduct of the Military Academy. We were very pleased that our desires were warmly embraced and encouraged by the Secretary of the Army and the Chief of Staff of the Army. We trust that our objectives were accomplished and our commitments fulfilled.

By concentrating our attention on a limited number of areas affecting the Military Academy, I feel that we were better able to discharge our responsibilities in an effective manner. There is no question that our job was made considerably easier by virtue of the total cooperation and ready willingness to assist us as expressed by you and members of the staff and faculty at all levels.

As West Point embarks in some new directions seeking to preserve the very principles upon which the Academy and our nation were founded and yet adapt to a changing environment, your responsibilities assume even greater importance. We have the utmost confidence in all of you and are privileged and proud to have had an opportunity to lend a helping hand as you move through this period of change. Clearly, these are times when all must proceed with caution and great wisdom and, quite importantly, with a

INCL 1

APPENDIX 4 - EXHIBIT A

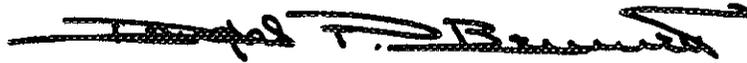
Page Two

view toward plain common sense. You are successfully shaping a new environment in which the rigorous academic and military education will continue to develop the young men and women at West Point into our nation's future soldier-leaders. We congratulate all of you on a job well done.

I look forward to visiting with you again soon and encourage you and others to call upon me, the Executive Committee of the Board and the Board itself as often as you may wish. We stand ready to help.

With warmest personal regards,

Sincerely,

A handwritten signature in black ink, appearing to read "Douglas P. Bennett". The signature is written in a cursive style with a prominent horizontal line at the beginning and end.

Douglas P. Bennett
Chairman

INCL 1

APPENDIX 4 - EXHIBIT A

REPORT ON PRESIDENTIAL ADVISORY COMMITTEE RECOMMENDATIONS, 1976
September 1978

1. Title and Date of Report: United States Military Academy Report of the Board of Visitors, 29 April 1976.
2. Name of Advisory Committee: Board of Visitors, United States Military Academy.
3. Recommendations and Responses: Three recommendations concerning the Military Academy's physical plant from the 1976 Report require status updating beyond that provided in Exhibit B of the 29 November 1977 Report. This up-to-date status listing is provided below.

Recommendations: Concerning the Military Academy's physical plant, the Board recommended:

a. That the Department of the Army strongly support an FY 1978 project to renovate the non-medical portions of Building 606 for the accommodation of certain essential support activities presently housed in dispersed, temporary locations; such renovation is to run concurrently with work of the already funded Cadet Health Clinic.

Response: This project was included in the Military Construction Army portion of the President's FY 1979 budget and presented before the Congress for authorization and appropriation. The Congress has authorized and funded this project, and construction is expected to start in the Spring. The design of the entire project, including the Cadet Health Clinic, is being coordinated by the New York District Engineer.

b. That the Department of the Army strongly support early funding and construction of West Point's proposed Visitors' Center, urgently needed in view of the present inadequate facilities and the annually increasing influx of visitors; that this item be included in the FY 1978 MCA Program.

Response: The Superintendent recently completed a review of the proposal to construct a combined Visitors' Information Center (VIC) and a privately funded museum. The review concluded that justification exists for a new museum and that a Visitors' Information Center would be very desirable.

The Military Academy, however, completed a study in December 1976 identifying urgent requirements for Athletic Facilities in support of cadet training. These were submitted in the FY 1979 MCA Program, with the FY 1980 MCA Program containing one project, an Indoor Athletic Facility, because of budget restrictions. The need for an Indoor Athletic Facility is more urgent than that for a VIC at this time.

APPENDIX 5

As compared to other years, the FY 1981 MCA Program contains several projects of less importance than the athletic facilities but which are more closely related to the Academy's mission than is the VIC. These have been identified in the FY 1981 MCA Program, and to attempt a modification of the program to substitute the VIC would result in the project being deferred once again. Because of this, a strong opposition by local interests to the VIC, and the inability of that project to compete with higher priority Army-wide program requirements, the Military Academy has placed the VIC in the FY 1982 MCA Program in order to gain better consideration.

c. That the Department of the Army vigorously support a program of construction and renovation designed to bring the Military Academy's athletic facilities up to parity with those of the two other Service Academies and other major American universities. Specifically, the Board recommends the provision of an artificial turf field on the level of the Plain, a modernization of the existing Field House, the construction of replacement tennis courts, and an adequate basketball arena.

Response: An artificial turf field was installed in Michie Stadium during Summer 1977. The Stadium was ultimately selected for the installation of the turf because better utilization of the stadium would result. Construction started on 3 April 1977, and the project was completed on 3 August 1977.

Rehabilitation of the Field House was included in the FY 1978 MCA Program. Completion of the rehabilitation is expected by mid October 1978.

A project to construct replacement tennis courts was included in the Outdoor Athletic Facilities Project, FY 1979 MCA Program. The Congress authorized and funded this project in August 1978 and final design is proceeding. Construction is expected to start during Spring 1979.

The Indoor Athletic Facility, which includes a basketball arena, has been included in the Military Academy's proposed Military Construction Program for FY 1980. The Chief of Engineers has authorized the design of the project, and the New York District Engineer is currently negotiating a design contract.

REPORT ON PRESIDENTIAL ADVISORY COMMITTEE RECOMMENDATIONS, 1977
September 1978

1. Title and Date of Report: United States Military Academy Report of the Board of Visitors, 29 November 1977.
2. Name of Advisory Committee: Board of Visitors, United States Military Academy.
3. Recommendations and Responses: During the past year certain USMA actions have been taken in response to the 1977 Report recommendations. In some cases Department of the Army has provided specific guidance on the response taken.

Recommendation No. 1: That the Board review the progress made in the implementation of the DA Study Group Report at the next meeting.

Response: At the March, July and September 1978 meetings the Board was briefed on the implementation of DA Study Group recommendations and Academy program changes which have resulted. Many recommendations, as implemented, in the areas of the Academy's academic program, military professional program, and cadet honor system have been discussed at length at the BOV meetings at USMA during 1978. As of 1 September 1978, for example, 61% of the West Point Study Group recommendations are in effect as stated or with some minor provisions modified. Another 9% have been implemented in some alternative form or on a trial basis. Only 2% of the recommendations have been rejected; 19% require further study by direction of the Superintendent, and the residual 9% remain under study or have yet to be discussed with the Superintendent at a committee in-process review. Resulting from all analyses to date are implementing directives, changes to USMA regulations, and policy statements for Superintendent's approval, all designed to improve substantially the experience provided cadets at the Military Academy.

Recommendation No. 2:

a. That a USMA Academic-Advisory Committee be established to advise the Superintendent and the Board on academic programs and policies, with membership of top-rank civilian academicians,

b. That the Office of Management and Budget (OMB) be advised by letter of the Board's support of the proposal to establish such an academic advisory committee, provided that the committee's functions supplement, not duplicate, the Board's functions, and that the committee prepare advisory reports for the Board,

c. That Department of the Army and the Superintendent increase the use of the Board of Visitors with respect to general policy problems of a non-academic nature, as along the lines noted by the President and described in the OMB letter of 16 September 1977 (Appendix 1, Exhibit E, 1977 Report).

APPENDIX 5

Response: After a DA request in June 1977 to establish a USMA Advisory Committee to provide advice and assistance to the Superintendent and a September 1977 OMB nonconcurrency with that request and counter-suggestion that the BOV be expanded to include members with "more educational expertise," the Board Chairman wrote President Carter, supporting the creation of an academic advisory committee. President Carter asked the Secretary of Defense for advice on the idea that "for a limited time (not more than one year), special advisors might be authorized to work under the Board of Visitors." Under the authority provided by existing regulations, the Superintendent of the Military Academy is able to obtain the counsel of individual experienced educators in an advisory role. As necessary, such advice on academic and curricular matters can be provided to the Army Staff or the Board of Visitors. Through this approach, the Military Academy can obtain support of the type considered to be required to strengthen the academic program at West Point, while avoiding the need to establish an additional Department of Defense advisory committee.

Recommendation No. 3: That the Superintendent, USMA, expand the Visiting Professor Program and keep the Board informed of his progress in that regard.

Response: During the Academic Year 1977-78 the Academy had five visiting professors. In April 1977 the Academic Board approved an increase of visiting civilian professors to a goal of 13 for Academic Year 1979-80. Indorsed by the Superintendent was (1) the recommendation that the visiting professor program be continued with a total number of visiting professors averaging one per academic department and (2) a subsequent evaluative period on the implications of this recommendation. Additionally, the Military Academy has continued to increase the number of other civilian scholars serving as visiting researchers, consultants, and guest lecturers. The BOV was informed of these actions during its March and September 1978 meetings at USMA.

Recommendation No. 4: That the Department of the Army supports a program of construction designed to bring the Military Academy's athletic facilities up to a parity with those of other major American universities at the earliest possible time to accommodate the expanded Corps of Cadets, and to provide for the requirements generated by the admission of women, including the establishment of a women's intercollegiate athletic program. Specifically, the Board recommends the following projects:

(1) Indoor Athletic Facility to provide a 6,000 seat basketball arena and a 3,500 seat hockey arena with appropriate spectator and participant support.

(2) Outdoor Athletic Facilities to provide 6 football-size athletic fields, 16 additional tennis courts and the modification of an ammunition storage area necessary to permit siting of the additional athletic fields.

(3) Michie Stadium and Gymnasium Alterations to provide support facilities for women's intercollegiate athletics in the gymnasium as well as additional support facilities at and renovation of Michie Stadium.

Response: The last two of the above listed projects were included in the Military Construction Army portion of the President's FY 1979 budget and presented to Congress for authorization and appropriation. The Congress authorized and funded both projects in August, and the design of these projects is proceeding. Construction is expected to start next Spring.

The Indoor Athletic Facility has been included in the Military Academy's proposed Military Construction Program for FY 1980. The Chief of Engineers has authorized the design of the project, and the New York District Engineer is currently negotiating a design contract.

Recommendation No. 5: That the Department of the Army strongly support a FY 1979 project to renovate Building 606 to provide essential dental clinic and support facilities presently located in dispersed, temporary locations. The Board further recommends that such renovations be made concurrently with work on the already funded Cadet Health Clinic in Building 606.

Response: This project was included in the Military Construction Army portion of the President's FY 1979 budget and presented before the Congress for authorization and appropriation. The Congress has authorized and funded this project, and construction is expected to start during Spring, 1979. The design of the entire project, including the Cadet Health Clinic, is being coordinated by the New York District Engineer.

Recommendation No. 6: That the Department of the Army strongly support early funding and construction of the proposed Visitors' Information Center, urgently required to provide adequately for the increasing influx of visitors (currently 2 million per year) and be included in the FY 1980 MCA Program.

Response: The Superintendent recently completed a review of the proposal to construct a combined Visitors' Information Center (VIC) and a privately funded museum. The review concluded that justification exists for a new museum and that a Visitors' Information Center would be very desirable.

The Military Academy, however, completed a study in December 1976 identifying urgent requirements for athletic facilities in support of cadet training. These were submitted in the FY 1979 MCA Program, with the FY 1980 MCA Program containing one project, Indoor Athletic Facility, because of budget restrictions. The need for an Indoor Athletic Facility was deemed more urgent than that for a VIC at this time.

As compared to other years, the FY 1981 MCA Program contains several projects of less importance than the athletic facilities but which are more closely related to the Academy's mission than is the VIC. These have been identified in the FY 1981 MCA Program, and to attempt a modification of the program to substitute the VIC would result in the

project being deferred once again. Because of this, a strong opposition by local interests to the VIC, and the inability of that project to compete with higher priority Army-wide program requirements, the Military Academy has placed the VIC in the FY 1982 MCA Program in order to gain better consideration.

Recommendation No. 7: That a review and assessment of the Readmissions Program be an agenda item for the Spring 1978 visit of the Board.

Response: A complete briefing on this program was an agenda item on the March 1978 visit of the Board.

Recommendation No. 8: That the Department of the Army affirm in writing its policy of not permitting information of involvement in the EE 304 incident or related cases to be brought before any officer promotion board or be considered in any assignment. This policy should be widely understood and scrupulously observed. The Department of the Army will be asked to report on its efforts in this regard at the Spring 1978 meeting of the Board.

Response: In effect. See DAPE-ZB Letter, dated 9 Feb 1978 at Inclosure 1.

Recommendation No. 9: That the Academy present a full report and analysis of the effect of "discretion" being exercised by the Superintendent in the Honor System, the impact of the numerous changes in Honor System procedures, and the degrees of shifts in cadet support for the Honor Code and System, if any, at the Spring 1978 meeting of the Board. The Board desires comments from the Cadet Honor Committee as well as from Academy personnel at this time.

Response: The Board was provided briefings on the above issues during the March and July 1978 visits to USMA. The visit during July 1978, moreover, addressed areas of concern which remain in the Honor area, as well as the Academy's plan to deal with those areas. Board Members were also provided with copies of the AY 1977-78 Annual Report of the Superintendent's Honor Review Committee. The Academy continues an ongoing evaluation of "discretion" and changes in the Honor System and will keep the Board informed at future meetings.

Recommendation No. 10: That the \$28,000 budgeted to support the USMA Educator Visitor Program be restored to the FY 79 budget.

Response: On 30 March 1978 the Superintendent formally requested through DCSPER, DA the reinstatement and funding of the USMA Educator Visit Program, and the USMA FY 79 Command Operating Budget Estimate identified this program as an unfinanced requirement. On 9 August 1978 the Academy was informed by ODCSPER that since the Educator Visit Program was struck from the FY 79 budget and therefore not included in the Army's budget request for FY 79, it was listed as a low priority item in the DA Budget for FY 80 and was subsequently excluded for that fiscal year. Through the timely efforts of the Board of Visitors, \$35,000 has been identified for use for this vital program.

Recommendation No. 11: That the Academy continue its efforts in motivational programs to reduce attrition. However, the Board cautions in this regard, because it sees some favorable aspects of attrition--namely that it may well reflect a proper screening out of candidates in a process that identifies problems that cannot be identified in the initial admissions program. Furthermore, adequate implementation of the DA Study Group proposal regarding academic failures could by its nature somewhat increase attrition and do so for desirable reasons. The Board recommends that enhancement of both Academic and Military programs to develop professional competence be a top priority, that continued attention be given to programs to increase operating effectiveness at reduced cost to the government, and that the Board be advised promptly of further GAO findings and recommendations in this regard.

Response: The Academy's motivational programs in the military professional area were briefed to the Board during the March and September 1978 meetings. The emphasis on positive, supportive, developmental leadership as a fundamental precept within all military programs at the Academy continues. In the academic area the Revised Academic Counseling Program in Academic Year 1978-79 enables cadets to receive more assistance in selecting areas of academic concentration and individual courses as well as more attention to their academic performance. Under this decentralized Counseling Program counselors will be affiliated with the cadet companies to counsel cadets of the lower two classes. Cadets of the upper two classes, having selected their areas of concentration, will be counseled by officers from the department contributing the most courses to the cadet's individual course of study. With respect to the favorable aspects of attrition, the Academic Board under the present academic probationary system, has various suitable options for dealing with cadets who receive failing grades. The Academy is devoting continued attention to increasing operational effectiveness at reduced costs.

Recommendation No. 12: The Board recommends that the continuing experience of women cadets be carefully evaluated, and that timely adjustments be made by the Military Academy as experience warrants. As the senior class of women cadets, the Class of 1980, progresses through its cadet career new problems challenges will become apparent. The Academy must be sensitive to these situations and continue its policy of maximum integration of women cadets as it prepares them for military careers.

Response: The Academy is committed to the continuing evaluation of the experience of women cadets as they undergo all facets of the West Point experience. Timely adjustments to programs for women cadets are being made as the Academy determines these needs. In the areas of military training and physical development, the Academy goal is to continue to assess military summer training programs which include men and women cadets and particularly to determine appropriate military training and physical development standards for women cadets.

Project Athena remains the major research effort at the Academy for studying issues related to coeducation. With its beginning prior to the admission of women, Project Athena is a study being conducted over several years to compare women and men cadets on psychological and

attitudinal variables, environmental factors related to attrition, adjustment difficulties experienced in integration, and the performance of men and women in traditional roles. The first project report, documenting the first year of women at West Point, was published in September 1977. The second report was published in September 1978.

The academic policy in effect at the Academy continues to be one of requiring the same academic standards of performance for women and men cadets alike. A comparison of the academic performance of men and women cadets in the Classes of 1980 and 1981 reveals that, considering all grades in all courses, there is no significant difference in the grade distribution between women and men cadets. Such comparisons of academic performance will continue.

In a related area, efforts continue to increase the number of women on the staff and faculty. During Academic Year 1977-78 six women, five officers and one civilian, were on the academic faculty. During AY 1978-79 eight women, seven officers and one civilian are assigned to the academic faculty. One woman officer has been assigned as a cadet company Tactical Officer for AY 78-79.

Recommendation No. 13: That the Board regularly elect a Vice-Chairman at the same time it elects its Chairman each year.

Response: Adopted and in effect during 1978.

Recommendation No. 14: That the Executive Secretary, in conjunction with the Department of the Army develop, in draft, a proposed comprehensive set of rules and procedures for the Board, taking into account the limits, responsibilities and obligations prescribed by law. The draft procedures should address the creation of an Executive Committee for the Board, specifically. The draft is to be circulated to the Board for comment after appropriate legal review and presented as an agenda item at the next scheduled meeting of the Board in 1978.

Response: Adopted and in effect. Rules of the Board were published and distributed to Members of the Board in September 1978.

Recommendation No. 15: That the Board and Department of the Army consider ways to visit periodically the other service academies or exchange views so that there may be a better basis for evaluating the comparisons between Academies which are constantly made.

Response: The Board has recommended an increase in the number of meetings to three or four per year. It has requested that all Military Academy briefings to the Board include, wherever appropriate, pertinent comparative information from the other service academies. Board Members will also begin receiving the Annual Reports of the Board of Visitors to the Air Force and Naval Academies.

