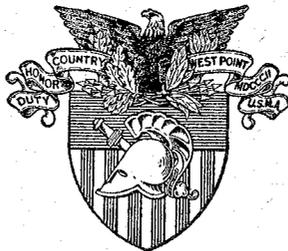


REPORT
of the
BOARD OF VISITORS
to the
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK



11 February 1955

UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK

11 February 1955

SUBJECT: Report of Board of Visitors to the United States Military Academy, Appointed under the Provisions of Public Law 816, 80th Congress, Second Session.

TO: The President of the United States.

1. ACT CREATING BOARD

The Board of Visitors to the United States Military Academy for 1955 was appointed under the provisions of Public Law 816, 80th Congress, Second Session. A copy of the law is appended, marked Exhibit A.

2. PERSONNEL OF THE BOARD

The membership of the Board as constituted for the year 1955 was as follows:

SENATORS

John C. Stennis, Mississippi,
representing Richard B.
Russell, Georgia, Chairman of
the Committee on Armed Services.

REPRESENTATIVES

F. Edward Hébert, Louisiana,
representing Carl Vinson,
Georgia, Chairman of the Armed
Services Committee.
Olin E. Teague, Texas
Joe L. Evins, Tennessee
Leroy Johnson, California
Gerald R. Ford, Michigan

PRESIDENTIAL APPOINTEES

Dean John R. Dunning, School of Engineering, Columbia University, New York,
New York
General Lucius DuB. Clay, Chairman of the Board, Continental Can Company,
New York, New York
Dr. John S. Dickey, President, Dartmouth College, Hanover, New Hampshire
Dr. James P. Baxter III, President, Williams College, Williamstown, Massa-
chusetts
Dr. Leonard Carmichael, Secretary, Smithsonian Institution, Washington, D.C.
Dean Francis M. Dawson, College of Engineering, State University of Iowa,
Iowa City, Iowa

Colonel Charles J. Barrett, Professor of Foreign Languages, United States Military Academy, was appointed Executive Secretary for the Board by the Superintendent, U. S. Military Academy.

3. PRELIMINARY DATA

The Superintendent, after consultation with members of the 83d Congress concerning suitability of dates for the annual visit, notified all members whose terms extended into 1955 that January 24-28 had been designated for the visit. The dates were later changed, at the request of the President of the United States, to February 7-11. These dates were announced to all members as notification of their appointments was received.

The Superintendent likewise sent to all members certain pamphlets and informational material, and a suggested program for the visit. A list of the data furnished is appended as Exhibit B.

4. CONVENING OF THE BOARD

Present for the annual meeting were the following members:

Mr. Hébert	General Clay
Mr. Teague	Dr. Baxter
Mr. Johnson	Dr. Carmichael
Dean Dunning	

Dr. Baxter was unanimously elected Chairman of the Board of Visitors for 1955.

Pressure of business and, in some cases, insufficient advance notice of the dates of the meeting, prevented attendance of several members of the Board. Those members in attendance were also affected and no one member was able to be present at every session. All seven members were present when the recommendations submitted herewith were drawn up.

5. PROCEDURE

The detailed program followed by the Board in its visit is appended hereto, marked Exhibit C. Morning and afternoon of each day were devoted to inspections, observation or conferences, frequently by sub-groups acting for the Board.

The Board terminated its visit on the afternoon of February 11.

6. COMMENTS

a. MORALE

(1) CADETS

Morale among the cadets appears to be excellent. The crowded conditions existing in cadet rooms are serious in their obvious interference with study but have not appreciably affected the cadets' spirits. The fact that more than two hundred of them do additional work in seminars completely apart from their academic courses (see list in Exhibit D) is a notable indication that their intellectual curiosity is strong and that their energy is not unduly depleted by their rigorous daily schedule.

(2) REMAINDER OF THE COMMAND

Morale of the officers and of the enlisted men with whom the Board came in contact appears to be excellent. They take deep interest in their assigned tasks and evince a healthy concern for the good of the Military Academy and the accomplishment of its assigned mission.

b. DISCIPLINE

Problems of discipline appear to be effectively handled and high standards are being maintained.

c. CURRICULUM

The Board reviewed the action taken by the Academic Board on recommendations of previous Boards of Visitors for changes in the curriculum which would permit a cadet to exercise an option in some part of his course of studies.

For many years the Academic Board has shown an awareness of its primary mission in educating the future career officer in the military service. It is continually tailoring the course of instruction to obtain greater effectiveness. Additional coverage of each subject by upper sections of a class fits the work to the abilities of the students. And now the growth in number of seminars and forums (Exhibit D) indicates the desire of many cadets for studies of their own choice.

It is probable that greater intellectual effort can be encouraged by taking advantage of the increased interest which would be derived from permitting a cadet to pursue formally a more advanced course in one of the subjects he had already studied and found attractive.

This Board does not press for selective majors as such but finds merit in a recommendation made by the Green Board, appointed in 1953 to study this matter. The Green Board proposed that each cadet pursue additional work in a subject of his choice - a subject already included in the curriculum.

The Board of Visitors recognizes that any additional work must displace some part of the existing curriculum.

The Green Board suggested that certain subjects be divided between academic years. The interruption in continuity brought about by the summer suspension of academic duties may be found objectionable but the basic principle, a provision for developing or utilizing more of the intellectual potential of the individual cadet, is worthy of further exploration.

d. INSTRUCTION

(1) ACADEMIC

Sub-groups of the Board at differing times interviewed heads of academic departments, visited some of the classrooms and laboratories, observed classroom instruction, and interviewed the four Rhodes scholars who have been selected from this year's graduating class. Instruction equipment is excellent; the instruction itself, in so far as the Board could discover in the limited time at its disposal, is satisfactory and is being conducted by officers well fitted for the assignment. Results appear to be in every way acceptable.

(2) MILITARY

Though no actual tactical instruction was observed, its conduct appears to be in good hands. The Commandant of Cadets, his staff, the company tactical officers, and the officers and men of the 1802d Special Regiment are alert and interested, and the equipment and instruction facilities are adequate.

e. PHYSICAL EQUIPMENT

(1) ACADEMIC FACILITIES

Planning for conversion of the riding hall to an academic building, authorized by the 83d Congress, has been virtually completed. The cost of the conversion is estimated at \$8,450,000, with all non-essentials stripped from the estimates. The Army proposes, if Congressional approval is given, to fund this project from uncommitted monies presently available.

The conversion is the greatest need of the Military Academy today. Its completion would provide the classroom space necessary for maintenance of the time-proven methods of

instruction at the Military Academy. Delay can mean only that its academic establishment is being subordinated to its other plant, an unthinkable situation in an educational institution of collegiate rank.

(2) CADET BARRACKS

More than two thirds of the Corps of Cadets are currently living three in a room designed for two occupants. Many colleges today have come to a realization that overcrowding in living spaces is one of their greatest evils. The limited study time at the cadet's disposal makes it even more desirable to provide optimum study conditions for him.

Following the conversion and occupation of the new academic building, discussed in the preceding sub-paragraph, it will be possible to convert some out-dated academic space into barracks, which will alleviate, though not eliminate, overcrowding among cadets.

In any case, completion of the academic project is the key to any future utilization of existing buildings. Until that time the conversion of an old academic building to barracks space must be held in abeyance.

f. FISCAL AFFAIRS

The Military Academy, like all other federal establishments, is closely scrutinizing its expenditures and necessarily curtailing some of its less important activities. No serious deficiencies were reported to the Board, and no major problems of operation are known to exist.

g. ENTRANCE REQUIREMENTS FOR CADETS

Adoption of the College Entrance Examination Board tests for determining the qualifications of candidates for the Military Academy should prove to be to the advantage of both the Academy and the candidates. The Board of Visitors understands that those tests are to be used for the class which enters in 1956. The College Entrance Examination Board procedures are understood by thousands of high school students, and that understanding should remove any misconceptions as to unusual difficulty in the West Point examinations. The great number of examining centers at which the College Entrance Examination Board tests are administered should limit the travel necessary for West Point candidates taking the mental tests. And some basis will be established for comparing the qualifications of candidates for the Military Academy with those of candidates for other colleges.

h. PAY

(1) CADETS

A proposal for increasing the pay of cadets has been transmitted to the Congress. The Board believes the proposal to be proper, and necessary if all cadets are to be on the same financial footing while at West Point. The prices of textbooks, uniforms, and services, such as haircuts and laundry, have risen since 1939, in ratio much greater than has cadet pay in the same period. Cadets without financial assistance from home are almost sure to be in debt by the time they have completed their course at the Military Academy and have purchased the essential items of officer uniform and equipment. A cadet has no free time in which to do work that would supplement his income, as have his counterparts in civilian colleges. A realistic appreciation of economics as it affects cadet life would, in the opinion of the Board, amply justify the increase of approximately \$360 per annum which has been proposed.

It has been suggested that the pay of a cadet be set at one-half the pay of a second lieutenant with less than two years of service. This procedure would eliminate the requirement for special consideration of cadet pay when economic conditions demand a change in all service pay rates. In the present instance one-half of the proposed pay for a second lieutenant would almost exactly equal the pay considered necessary to place all cadets on the same financial footing to maintain the desired standards of living and of appearance, to permit cadets to benefit from the broadening influence of civilian contacts at stated intervals, and to allow them to graduate free of debt. Fixing a ratio by law would provide appropriate changes in the special case as general pay scales changed, without additional legislation to accomplish each change.

(2) CHAPLAIN

The pay of the Chaplain, U. S. Military Academy, including all increases provided by Federal Employees Compensation Acts, is slightly greater than \$5000 per year, plus government quarters. Assessments for the Church Pension Fund (\$959.25 per annum), paid as a standard practice by a parish, are here paid by the Chaplain himself, thus reducing his effective salary to approximately \$4500. Out of this figure too come Civil Service Retirement benefits (\$329.16 per annum), the amount of which is returnable to him later with interest if he serves less than twenty years.

The Board is informed that many clergymen being considered for the chaplaincy of the Military Academy immediately have lost any interest they might have had upon being informed of the pay of that post.

The position of the Chaplain, U. S. Military Academy is important to the general welfare and development of the Corps of Cadets. In view of the limited financial return it is hard to see why a young man of the very evident qualifications and attainments of the present Chaplain should have been willing to accept the post; his interest in the work of God and the future of our young men is deserving of the highest commendation.

It is reported that a proposal to increase the pay of the Chaplain, U. S. Military Academy, is being held for additional study in the Department of the Army, because of the opposition of certain Protestant groups to the occupation of that chaplaincy by a civilian clergyman. The counter-proposal of those groups is that the Chaplain of the Military Academy be assigned from the Chaplains Corps, United States Army.

The Board believes that a military chaplain, try as he may to emphasize the religious side of his assignment, remains an officer in the minds of cadets with whom he deals and will not be able to win the confidence that a civilian chaplain can. But the most important consideration is the fact that selection from the Chaplains Corps would be limited to the size of that Corps, some of whose members, with advancing years, have grown even farther away from the young men who would be in their charge.

With the field of selection open to all Protestant clergymen the choice can be much freer. The Cadet Religious Welfare Board, composed of officers of several religious denominations, seeks the best man, regardless of denomination. The broader the base of selection, the better the prospect of securing the most suitable man for the position.

The Board of Visitors believes that the present method of selection of the Chaplain, U. S. Military Academy, should be continued and that legislation should be sought at once to increase the perquisites of the office in order that suitable young men may be attracted to it.

(3) PERMANENT PROFESSORS

In the proposed Career Incentive Act of 1955 no increase in longevity pay is provided for more than thirty years of service, except in the grades of major general or above. This

omission doubtless results from the fact that colonels and brigadier generals will in most cases have been retired prior to completion of thirty-five years of service.

The Dean of the Academic Board and the permanent professors at the Military Academy are retired by law at age 64. If, as is usual, they begin their commissioned service at 23, they will have completed more than thirty-five years of service before retirement, as do major generals and officers of higher grade.

It is possible that the status of the Dean of the Academic Board and of the permanent professors was overlooked in the preparation of the proposed pay scale.

The Board of Visitors believes that increases in pay for length of service are essential to incentive in a career in which further promotion is virtually non-existent. Professors at the Military Academy have foregone any prospect for high rank. It would appear that they should have incentive for continuing effort toward the end of their careers just as should the other officers who may serve more than thirty-five years in the military service.

This principle has been recognized by the Superintendent, U. S. Military Academy, who has proposed to the Chief of Staff, United States Army, that the pay tables accompanying the Career Incentive Act of 1955 be extended to provide appropriate longevity increases for colonels and brigadier generals who have completed thirty-five years of service.

(4) RETIREMENT PAY OF PROFESSORS APPOINTED FROM CIVIL LIFE

While many of the permanent professors have years of military service in the line of the Army, some professors are appointed from civil life. The purpose of such appointments is to insure breadth of academic viewpoint at the Military Academy.

Prior to passage of the Officer Personnel Act of 1947 all officers of the Regular Army retired for age received retired pay in the amount of 75 % of their active duty and longevity pay.

Under the provisions of 10 USC 941 an officer retired with twenty or more years of service receives (2-1/2 % of his base and longevity pay) x (number of years he has served) up to a maximum of 75 %.

Two professors now at the Military Academy were appointed from civil life prior to passage of the Officer Personnel Act of 1947. They could expect at the time of their appointment that their retirement pay would be 75 % of their active duty pay in some later year. They will be retired for age at a time when they will have accumulated slightly more than twenty years of service, thus in effect depriving them of a portion of the retired pay they had anticipated at the time they gave up their civilian college positions to become professors, U. S. Military Academy.

The willingness of civilian professors in the future to accept a professorship at the Military Academy will undoubtedly be affected by the realization that their civilian experience is disregarded in assessing in dollars their over-all value to their government.

Some form of constructive service which recognizes the attainments and experience of civilian professors appointed to professorships at the Military Academy, and which will be used in computing the pay to which they are entitled, seems to be equitable and necessary. Failing such arrangement, there should be at the very least a specific provision for retirement at 75 % of active duty pay for professors, U. S. Military Academy.

i. ATHLETICS

The service academies belong to the nation at large and the better they are known to the people, the wider will be their appeal to young men who may be considering a military career.

The Board of Visitors recognizes the special nature of the service academies and their place in the national scene. The appearance of their students in athletic competition in different parts of the country is to be encouraged provided it does not make excessive demands upon their time. The Board therefore approves participation by the Military Academy in intercollegiate athletics, including intersectional competition and recognized "Bowl" games.

7. RECOMMENDATIONS

The Board makes the following recommendations:

a. CURRICULUM

That continuing study be given the curriculum to insure its effectiveness, and that further effort be devoted to devising a

method of providing an opportunity for each cadet to pursue some additional work in a field of study already part of the curriculum.

b. ACADEMIC BUILDING

That every possible effort be made promptly to secure the funds for the conversion of the riding hall to academic space so that the work may be undertaken without delay.

c. SELECTION OF CHAPLAIN, U. S. MILITARY ACADEMY

That the present method of selection for the important post of Chaplain, U. S. Military Academy, be continued.

d. PAY OF CADETS

(1) That the pay of cadets be increased to a figure which will permit them with proper management to embark upon their officer careers free of debt.

(2) That a fixed ratio between the pay of a cadet and the pay of some other grade in the Army be established so that cadet pay may be adapted, without separate legislation in each case, to changing economic conditions in the future.

e. PAY OF CHAPLAIN

That the pay of the Chaplain, U. S. Military Academy, be set at a figure which will provide him a living comparable to that in other important posts of the Protestant clergy, and which will offer adequate inducement for outstanding young clergymen to accept the chaplaincy at West Point.

f. LONGEVITY PAY OF SENIOR OFFICERS

That the proposed Career Incentive Act of 1955 be amended to provide appropriate increases in longevity pay for colonels and brigadier generals with more than thirty-five years of service, in which category are usually to be found some of the permanent professors at the Military Academy. A proposal already made by the Superintendent to the Chief of Staff, United States Army, would accomplish the desired result.

g. RETIREMENT RIGHTS OF PROFESSORS APPOINTED FROM CIVIL LIFE

That professors, U. S. Military Academy, appointed from civil life, be given retirement rights comparable to those enjoyed by their colleagues on the Academic Board by providing constructive service for pay purposes which recognizes their civilian services

to education. If that principle should fail of acceptance, an alternate recommendation is hereby made that section (e)(1) of 10 USC 941 be amended to provide that each professor of the United States Military Academy shall be entitled to retired pay of not less than 75 % of his active duty pay at time of retirement.

8. CONCLUSION

The Board of Visitors is proud of West Point and of its contributions to our nation's life. The growth of the Military Academy, its insistence upon the improvement of its educational methods, and its willingness to consider new ideas -- these things prevent complacency and encourage new growth and vitality. It is sincerely hoped that earnest self-analysis will continue to characterize the administration of the United States Military Academy and that it will develop, as it has throughout its history, the ideals and fine qualities of the young officers it presents to the Army and to the nation.

JAMES P. BAXTER III
President
Williams College
Chairman

F. EDWARD HÉBERT
United States House of
Representatives

JOHN R. DUNNING
Dean
School of Engineering
Columbia University

OLIN E. TEAGUE
United States House of
Representatives

LUCIUS D. CLAY
Chairman of the Board
Continental Can Company

LEROY JOHNSON
United States House of
Representatives

LEONARD CARMICHAEL
Secretary
Smithsonian Institution

(Public Law 816--80th Congress)
(Chapter 714--2 Session)
(S.239)

AN ACT

To provide for a Board of Visitors to the United States Naval Academy and for a Board of Visitors to the United States Military Academy, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That there shall be appointed on or before the last day of every year a Board of Visitors to the United States Naval Academy and a Board of Visitors to the United States Military Academy.

Sec.2. Each Board shall be constituted as follows:

(a) The chairman of the Committee on Armed Services of the Senate or his designee;

(b) Three other Members of the Senate to be appointed by the Vice President or President pro tempore of the Senate, two of whom shall be 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 to be appointed by the Speaker of the House of Representatives, two of whom shall be members of the Committee on Appropriations of the House of Representatives; and

(e) Six persons to be appointed by the President. The first Board to be appointed pursuant to the provisions of this Act shall, with respect to the six Presidential appointees, consist of two persons appointed to serve for a period of one year, two persons appointed to serve for a period of two years, and two persons appointed to serve for a period of three years. Two Presidential appointees shall be appointed to each subsequent Board to serve for a period of three years.

Sec. 3. In case of the death or resignation of a member of a Board during the term for which such member was appointed, a successor shall be appointed for the unexpired portion of the term. Such successor shall be appointed by the official, or his successor, who appointed the member who died or resigned.

Sec. 4. Each Board shall visit the respective Academy for which it is appointed once annually in April, and each Board or the individual members thereof may, with the approval of the Secretary of the Navy or the Secretary of the Army, as the case may be, make such other visits on matters pertaining to the duties of the Board, or for purposes of consulting with the respective Superintendents of the Academies, as the Board or its members may determine to be desirable.

Sec. 5. (a) It shall be the duty of each Board to inquire into the state of morale and discipline, curriculum, instruction, physical equipment,

fiscal affairs, academic methods, and other matters relating to the Academy concerned which the Board may decide to consider.

(b) Each Board shall, within sixty days after the meeting designated as the annual visit, submit a written annual report to the President regarding its action as such Board, together with its views and recommendations pertaining to the Academy concerned. Any report based on a visit other than the annual visit shall be submitted by the originator or originators thereof to the President within sixty days after approval of said report by at least a majority of the members of the Board.

(c) Each Board is authorized to call into consultation upon prior approval of the Secretary of the Navy or the Secretary of the Army, as the case may be, such advisers as it may deem necessary or advisable to effectuate the duties imposed upon it by the provisions of this Act.

Sec. 6. (a) Each member of each Board shall receive not more than \$5 per day and be reimbursed under Government travel regulations for actual expenses of travel while performing duties as a member of either Board.

(b) Advisers called for consultation by either Board in connection with the business of the Board shall be compensated in the same manner as members of the Boards in accordance with the provisions of subsection (a) of this section.

Sec. 7. That part of the Act of August 29, 1916, entitled "An Act making appropriations for the naval service for the fiscal year ending June thirtieth, nineteen hundred and seventeen, and for other purposes", which relates to the Board of Visitors to the United States Naval Academy (39 Stat.608) and reads as follows: "From and after the passage of this Act there shall be appointed every year, in the following manner, a Board of Visitors, to visit the academy, the date of the annual visit of the board aforesaid to be fixed by the Secretary of the Navy: Seven persons shall be appointed by the President and four senators and five Members of the House of Representatives shall be designated as visitors by the Vice President or President pro tempore of the Senate and the Speaker of the House of Representatives, respectively, in the month of January of each year. The chairman of the Committee on Naval Affairs of the Senate and chairman of the Committee on Naval Affairs of the House of Representatives shall be ex officio members of said board.

"Each members of said board shall receive while engaged upon duties as a member of the board not to exceed \$5 a day and actual expenses of travel by the shortest mail routes", is hereby repealed.

Sec. 8. (a) So much of the provision of the Act of August 9, 1912, entitled "An Act making appropriations for the support of the Military Academy for the fiscal year ending June thirteenth, nineteen hundred and thirteen, and for other purposes", which provides as follows: "Provided, That the Act approved May twenty-eighth, nineteen hundred and eight, be amended and reenacted so as to read as follows: That hereafter the Board of Visitors to the Military Academy shall consist of five members of the Committee on Military Affairs of the Senate and seven members of the Committee on Military Affairs of the House of Representatives, to be

appointed by the respective chairmen thereof; the members so appointed shall visit the Military Academy annually at such time as the chairman of said committees shall appoint, and the members from each of said committees may visit said academy together or separately as the said committees may elect during the session of Congress; and the superintendent of the academy and the members of the Board of Visitors shall be notified of such date by the chairmen of the said committees. The expenses of the members of the board shall be their actual expenses while engaged upon their duties as members of said board not to exceed five dollars per day and their actual expenses of travel by the shortest mail routes" is hereby repealed.

(b) The Act of May 17, 1928, entitled "An Act to provide for the membership of the Board of Visitors to the United States Military Academy, and for other purposes" (45 Stat. 597), is hereby repealed.

Approved June 29, 1948.

EXHIBIT A

PAMPHLETS AND OTHER DATA
FURNISHED TO MEMBERS OF THE BOARD OF VISITORS

Official Register of the Officers and Cadets, United States Military Academy, for the Academic Year ending 30 June 1954

Catalogue of the United States Military Academy, 1954-1955

Report of the Board of Visitors, United States Military Academy, 1953

Report of the Board of Visitors, United States Military Academy, 1954

Annual Report of the Superintendent, 1953

West Point, Its Objectives and Methods

Building Leaders, The Story of West Point

PROGRAM
OF
BOARD OF VISITORS 1955

First Day (Monday, February 7th)

1:30 PM Conference with Superintendent
4:00 PM Conference with Dean of the Academic Board
Dinner with Superintendent

Second Day (Tuesday, February 8th)

8:30 AM Conference with Staff
Planning
Construction Projects
10:00 AM Conference with Commandant of Cadets
Physical Education
Military Psychology and Leadership
NOON Luncheon with cadets in Washington Hall
1:00 PM Conference with Professor of Social Sciences
Dinner with Professor of Military Art
and Engineering

Third Day (Wednesday, February 9th)

- 8:30 AM Conference with Professor of Military Art and Engineering
- Luncheon at West Point Army Mess
- 1:00 PM Consideration of curriculum studies made in past two years at the Military Academy
- 3:30 PM Conference with Professor of Electricity and visit to Electricity laboratories.
- 4:30 PM Varsity athletics (basketball)
- Dinner with Dean of the Academic Board

Fourth Day (Thursday, February 10th)

- 9:00 AM Conference with Chairman, Admissions Committee
- 10:00 AM Visit to Department of Tactics
- 11:30 AM Visit to Department of Social Sciences
- 2:00 PM Conference with Superintendent and Staff
- 4:00 PM Executive session of Board
- 4:45 PM Interviews with selected cadets
- 5:00 PM Review of Corps of Cadets
- Dinner with Superintendent

Fifth Day (Friday, February 11th)

8:30 AM Visit to 1802 Special Regiment
9:30 AM Visit to Department of Tactics
Luncheon with cadets in Washington Hall
12:50 PM Departure

WINTER SEMINAR PROGRAM
UNITED STATES MILITARY ACADEMY

<u>Subject</u>	<u>Enrollment</u>
Personal Finance	52 cadets
Development of Western Music	32 cadets
Mobility in Warfare	31 cadets
Air Tactical Warfare	24 cadets
Research and Development	29 cadets
Great Moral Philosophers	47 cadets
Political Philosophy	11 cadets
Strategy and Tactics of Atomic War	22 cadets
North Atlantic Treaty Organization	7 cadets
Eight Great Economists	10 cadets

