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# UNITED STATES MILITARY ACADEMY

WEST POINT · NEW YORK

## REPORT of the BOARD OF VISITORS

*13 May 1967*

**DUTY-HONOR-COUNTRY**



UNITED STATES MILITARY ACADEMY  
West Point, New York

13 May 1967

SUBJECT: Report of the Board of Visitors of the United States Military Academy

TO: The President of the United States

1. APPOINTMENT 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. Pertinent extracts from the Code are appended to this report and are marked Exhibit A.

2. MEMBERS OF THE BOARD.

The Members of the Board for the year 1967 were the following:

SENATORS

Thomas J. McIntyre, New Hampshire, representing Richard B. Russell, Georgia, Chairman of the Committee on Armed Services

Jacob K. Javits, New York

John C. Stennis, Mississippi

Strom Thurmond, South Carolina

REPRESENTATIVES

Lucien N. Nedzi, Michigan, representing L. Mendel Rivers, Chairman of the Committee on Armed Services

Glenard P. Libscomb, California

William H. Natcher, Kentucky

Alexander Pirnie, New York

Olin E. Teague, Texas

PRESIDENTIAL APPOINTEES

General James F. Collins, USA (Ret), President, American National Red Cross, Washington, D.C. (Appointed in 1966 to serve through 1968.)

Dr. Frederick L. Hovde, President, Purdue University, Lafayette, Indiana. (Appointed in 1965 to serve through 1967.)

Mr. Frederick R. Kappel, Chairman of the Board, American Telephone and Telegraph Company (Ret). (Appointed in 1967 to serve through 1969.)

Dr. Frank A. Rose, President, University of Alabama, University, Alabama. (Appointed in 1966 to serve through 1968.)

Mr. James A. Suffridge, President, Retail Clerks International Association, AFL-CIO, Washington, D.C. (Appointed in 1967 to serve through 1969.)

Major General Leif J. Sverdrup, USAR (Ret), Chairman of the Board, Sverdrup and Parcel and Associates, Inc., St. Louis, Missouri. (Appointed in 1965 to serve through 1967.)

Colonel Edwin V. Sutherland, Professor of English, United States Military Academy, was appointed Executive Secretary to the Board of Visitors by the Superintendent, United States Military Academy.

### 3. PRELIMINARY DATA.

Pursuant to the desires of the 1966 Board of Visitors, the Board of Visitors, 1967, convened for its annual meeting at the Military Academy during the period Thursday, 11 May, through Saturday, 13 May.

Certain reports and informational material, and a suggested program for the visit, were mailed to each Member of the Board prior to its scheduled visit. A list of data furnished is shown on Exhibit B.

### 4. CONVENING OF THE BOARD.

Because of their duties in the national legislature, the congressional members of the Board were unable to come to the Academy for its first scheduled activity, its luncheon and organization meeting, 1200 noon, 11 May. All Members of the Board appointed by the President, with the exception of Dr. Rose (unavoidably delayed in arrival) were present. At its organization meeting the Board selected Major General Leif J. Sverdrup, USAR (Ret), as its Chairman for its 1967 visit.

One Congressional member, the Honorable Lucien N. Nedzi, arrived at the Academy by special military aircraft during the Superintendent's conference, on the evening of 11 May, and joined the Board.

Two members of the Senate, the Honorable Thomas J. McIntyre and the Honorable Strom Thurmond, arrived on a military aircraft about 2300 hours, 11 May, and joined the other Members of the Board in their discussions.

Senator Jacob K. Javits arrived at the Academy about 0930 hours, 12 May, and joined the Board prior to the Dean's conference.

Representatives Alexander Pirnie and Glenard P. Libscomb arrived by military aircraft on the morning of 12 May and joined the Board prior to its luncheon with the Corps of Cadets.

Members of the Board regretted that urgent governmental business prevented the attendance of Senator John C. Stennis and Representatives William H. Natcher and Olin E. Teague.

Circumstances required that Senator Javits and Mr. Kappel depart the Military Academy prior to noon, 12 May, and that Senators McIntyre and Thurmond depart late that same evening. Because of illness, Representative Nedzi left the Academy at the close of the Board's general meeting on the afternoon of 12 May.

The remaining Members departed after the conclusion of the Board's executive session, Saturday, 13 May.

## 5. PROCEDURES.

In general, activities of the Board during their three-day visit to the Academy followed the Proposed Program suggested by the Military Academy, and the several Members expressed their satisfaction with the schedule of activities and events.

Major General Sverdrup arrived at the Academy on the day before its scheduled assembly and personally inspected the progress of the construction projects and other portions of the physical plant in which he had particular interest.

The individual Members took advantage of the considerable "free time" in the Proposed Program individually to visit academic classes in session, Academic Departments, physical training activities of the Fourth Class, the Academic Computer Center, Camp Buckner, and the USMA Library.

Some Members attended a panel conference for First Class cadets conducted under the auspices of the Commandant of Cadets to orient members of the Class of 1967 on aspects of commissioned Army service upon which they will soon enter.

The program followed by the Board during its visit is shown in Exhibit C.

## 6. COMMENTS.

### a. Morale, Discipline, and Training.

During the course of their stay at the Military Academy, Board Members had opportunities to observe cadets in classrooms, on the athletic fields, in physical training exercises in the cadet gymnasium, and at a brigade review. Board Members lunched individually with cadets at the noon meal, and at the evening meal on Friday, 12 May. In addition, Members individually visited and conversed with cadets in barracks during the evening of the same day. Members reported themselves very favorably impressed by the bearing, maturity, mental alertness, and attitude of professional dedication evidenced by members of the Corps. Members of the Board who, on previous occasions, had had opportunity to assess the personal qualities, bearing, and attitudes of the Corps stated they were pleased to note that the present high level of cadet appearance, intellectual maturity, and morale surpassed that which they had on any previous occasion observed.

The Superintendent reported to the Board, in its executive session, upon the working and the accomplishments of the Cadet Honor System and Code since the 1966 meeting of the Board, and upon their current status. The Board was pleased to observe that both are functioning effectively. The Board found especial grounds for satisfaction in the degree to which the Honor System is identified with the cadets themselves, and the wisdom and effectiveness with which they administer it.

Members of the Board who observed the Corps of Cadets at the brigade review, held in the Board's honor on 12 May, were very favorably impressed by the appearance of the brigade and the precision of its movements.

Those officers and soldiers of West Point's garrison whom the Board Members had occasion to observe during their visit impressed the Board favorably and gave evidence of a high state of discipline, training, and professional competence.

The Board received detailed reports from the Superintendent and from the Commandant of Cadets on the Academy's program of cadet counselling-- a subject in which the 1966 Board had demonstrated particular interest. The Superintendent reported upon the thorough review of the problem that the Academy had made during the past year, and stated that he had designated the Commandant to assume overall responsibility for the continuing surveillance, coordination, and direction of the cadet counselling program. The Commandant informed the Board that, as a result of his consideration of the problem of counselling, two major conclusions had been reached.

First, it had been determined that the system for counselling in academic and curriculum matters is generally effective, but that additional officer personnel in the Dean's Office, specifically assigned to the task of academic counselling, is desirable, and that such additional personnel were being obtained. Second, it had been concluded that, while counselling service is of importance to the generality of cadets, the major thrust of the counselling effort should be directed towards those relatively few cadets who, for one reason or another, find adjustment to the pressures of cadet life difficult, and hence have within themselves the potentiality of becoming "problem cases." In this connection, the Commandant pointed out, it is these very cadets who are the ones least likely to take the initiative in seeking counsel. In light of this, the Commandant had taken two positive measures. First, he had made mandatory the periodic counselling of all cadets by their company tactical officers and had directed the establishment of periodic courses of instruction which would better prepare the tactical officers to perform routine counselling and to detect those cases in need of more specialized attention. Second, he had instructed the Director of Military Psychology and Leadership to create a position for a trained counsellor who would assist and supplement the counselling performed by company tactical officers through personally handling the more difficult cases and acting as the coordinating agency in referring cases to the physical development, mental health, vocational guidance, academic, or spiritual counselling agencies. Nineteen such cases, the Commandant reported, had been handled by this officer in the past several months, 12 of which had been referred thereto by company tactical officers. In addition, this officer was in the process of preparing a counselling handbook for issue to all cadets which

would describe the counselling facilities available and the type of assistance each is prepared to render. The Commandant further stated that the Office of Military Psychology and Leadership will continue to have at least two officers taking graduate instruction in civilian institutions in counselling techniques who, when they join the staff, will lend additional depth and continuity to this important activity.

The Board was gratified to learn of the thorough review that had been made, and of the positive steps which had been taken to improve the efficacy of the Academy's counselling services; and it commended the whole matter to the Superintendent as a matter inviting continued careful attention.

b. USMA Expansion.

During his initial presentation the Superintendent reviewed for the Board salient aspects of the progress already made and the current status of the Military Academy's physical expansion program. During the general assembly of the Board and of the USMA staff, on 12 May, the Director, Office of Expansion Planning and Control, covered for the Board many of the details involved in the expansion operation.

On both occasions Members of the Board inquired closely into these matters, developed the following specific information, commented upon various aspects of the operation, and reached conclusions as follows:

(1) Thanks to the release of certain funds authorized by the Congress, but previously deferred by the Department of Defense, and with the exception of two major items--the New Academic Building and the Cadet Union--all major elements of Master Plan for Expansion projected for the first three years are now funded and in a satisfactory state of design or construction. While gratified to receive the Superintendent's report to this effect, the Board pointed out that such delays as had already been imposed were to be regretted, and it made the general observation that, in any such comprehensive operation as the Academy's expansion, it is essential that facilities "come on stream" as planned, and that delays imposed on any of its elements have cumulative disruptive effects.

(2) The Board addressed itself particularly to two items of the expansion program which are vital to its effective progress. The Superintendent discussed these in detail, and the Board inquired closely into them.

(a) New Academic Building.

This building, projected to accommodate the Departments of Mechanics, Social Sciences, and Ordnance, is, the Superintendent stated, the "key" item to the orderly and effective realization of the whole expansion effort. This item is included in the MCA budget shortly to be presented to the Congress, and funds for its construction are yet to be appropriated. In order to continue the expansion of the Corps as projected and approved, they should be authorized and appropriated in FY '68 so that construction can commence in Calendar '68, with a planned completion date of July 1971. The Board, noting that the construction of the required barracks and messing facilities is proceeding on schedule, concurred in the necessity

of having the facilities of the New Academic Building available at the proper time, and it unanimously approved the Superintendent's statement according first priority to the funding and construction of this facility. The Board, in its formal recommendation, paragraph 8, hereunder, addressed itself to this problem.

(b) The Cadet Union.

Provision of this facility has been advocated by the Military Academy and emphatically urged by successive Boards of Visitors since 1953. This Board considers it of highest essentiality to the effective academic, military, physical, and moral development of the USMA cadet, and it deplors the temporizing and the delays which have thus far prevented its realization and have caused it, an integral and vital component of the approved Master Plan for Expansion, to fall behind its proper place in the orderly achievement of the plan.

The Board appreciates that the provision for increased barracks, messing space, and academic facilities on schedule is patently essential if the expansion in the size of the Corps is to proceed as authorized, yet it regards the Cadet Union as a facility equally important. The Academy is at present woefully lacking in the resources the Cadet Union Building is designed to provide. Expansion to the full authorized strength of 4417 without timely provision of the Cadet Union, with its facilities so highly essential to the academic, physical, and moral formation of the members of the Corps, would be, in the Board's view, an unacceptable failure to fulfill our clear obligations to provide fully for the beneficial development of our future military leaders.

The Board fully concurs with the importance that the Superintendent places upon the early construction of the Cadet Union Building, and specifically agrees with him that, once funds for the New Academic Building are appropriated, the Cadet Union properly should assume the position of first priority for funding and construction. In paragraph 8, hereunder, the Board records a specific recommendation thereon.

(3) The Board took cognizance of the fact that the displacement of the Cadet Union Building from the FY '67 program and its setting back to the FY '69 program result in concentrating, in one fiscal year, the initiation of construction of two of the major items in the Master Plan--the Cadet Union and Phase II, Cadet Barracks. Having already commented upon the undesirable consequences attending the deferment, to succeeding years, of projects in the Master Plan, the Board contents itself at this point with remarking that, despite the difficulties that may be encountered in starting two major projects in the same year, it deems it essential that no further slippage in the schedule be accepted.

c. Curriculum.

During the working session of the Board on the evening of 11 May, during the Dean's conference on the morning of 12 May, during the general assembly of the Board on the afternoon of 12 May, and during its executive session 13 May, the Board inquired closely into, and commented upon, various

aspects of the USMA curriculum.

In his presentation to the Board the Superintendent reviewed the actions taken by the Academy during the past year, pursuant to the 1966 Board's formal recommendations. He reported upon the Academy's use of course validation, and stated that, while the administration of the validation process and the criteria employed therefor remain the specific responsibility of the several academic department heads, the Academic Board had thoroughly reviewed the whole matter and was holding it under continuing review. He assured the Board that the number of cadets validating courses and pursuing advanced, accelerated, honors, and elective work is increasing at a pace consistent with the capabilities of the students and effective discharge of the Academy's educational mission.

He informed the Board that, after careful study, the Academic Board had concluded it would not be advantageous to allow cadets of the First and Second Classes to enroll for study, for academic credit, in a second foreign language at the beginner's level. This decision, the Superintendent indicated, is rooted in the conviction that electives are properly used to build on the cadet's knowledge gained in basic courses. He informed the Board, however, that upperclass cadets who have validated three or more courses are permitted to study a second language as an authorized overload.

The Superintendent reported briefly upon the Academic Board's action on the 1966 Board's recommendation that the Academy seek opportunities for beneficial development of the "general education" concept within the USMA curriculum, and the Dean, in his detailed presentation, further enlarged upon this matter. It was pointed out to the Board that, although the USMA catalogue does not formally label any of its courses "general education" courses, there are in fact, in the spectrum of courses offered, a considerable number, both in the core curriculum and amongst the electives, which have the qualities of, and conform to, the ideals of general education as defined by leading educational authorities.

The Superintendent informed the Board that, after thorough examination, the Academic Board had concluded it would be impracticable and inexpedient, in light of the fundamental requirements of USMA's educational and training program, to utilize the "self-education" concept as a learning device at the Academy. The 1966 Board had commended this idea to the Academy's consideration, and the Academic Board, after carefully weighing its applicability, had decided that the offering of honors courses in certain upperclass subjects--courses requiring a considerable amount of individual work on the part of cadets admitted to these courses--constituted a substantial step in the direction indicated, and, under present conditions, is the limit to which such a concession to individualization of academic effort can be effectively accommodated in USMA's educational process.

The Board noted with gratification that, pursuant to the 1966 Board's formal recommendation, the Academic Board had approved the offering of an elective course in human biology commencing with Academic Year 1968-1969.

At its executive session the Board generally commended the close and continuing attention that the Academic Board and the Superintendent are giving to the shape of the USMA curriculum and the beneficial evolutionary changes that are under way to assure that it is keeping pace and is congruent with the present needs--and more important--the future requirements of the Army and the national defense for enlightened and effective leadership.

The Board went on to emphasize, however, the following as grounds for concern: the ever-increasing substantive involvements of the military professional in the development of national policies in general, and national security policies in particular; the veritable revolution in the concepts and the techniques of high level management of military affairs that is in progress, a revolution that is in only its initial stages; the quantum increase in the utilization of computer and other sophisticated electronic techniques in the industrialized world and their profound impact on all aspects of the national effort, especially the defense effort; and the significant degree to which the leadership in the defense establishment has turned to high level civilian expertise to develop its thinking and coordinate its operations.

In light of these concerns, which the Board is convinced inescapably arise from a realistic examination of the facts and an intelligent forecast of the future, and because the Congress and the Nation look to the Military Academy as their fundamental source of professional military education and training, the Board desires that the Academic Board and the Superintendent undertake a continuing review of the Academy curriculum, both in its required and in its elective aspects, to assure that it embraces the elements of education and training required, and incorporates, in timely fashion, the realignments needed to keep it effectively responsive to the changing demands of the national defense. The Board desires that the Superintendent present to it the results of this review at its next meeting.

d. Selection and Admission of Cadets.

Because the Board's Members were already well acquainted with the Academy's admissions processes they desired no detailed briefing on the same. In this connection, however, the Superintendent discussed in some detail with the Board a recently initiated Academy program looking towards the development, throughout the continental United States, of a network of volunteer Academy representatives whose mission would be to identify and contact young men having the intellectual, moral, and physical attributes desired, and to counsel them as to the means and procedures for gaining appointment to the Military Academy. In instituting this program the Superintendent explained his intent as that of assuring that the Academy increase the effectiveness of its efforts in exploiting the pool of qualified young men of the appropriate age as a source for the best cadet input. He explained to the Board the operation of the presently highly successful program of high school counsellor visits to the Academy, and described the new program as a parallel effort designed to increase the dissemination of dependable and effective information to high school students and other young men yearly coming to the age appropriate for appointment to the Academy.

The Board, in commenting upon this proposal, viewed it as highly promising and urged it be given full support. The congressional Members present commended the concept and desired, since the plan envisioned the development of Academy representation of this kind in each congressional district, that the members of Congress be kept fully informed of the names of representatives so appointed, and that positive measures be taken to assure that they maintain close liaison with the appropriate member of Congress. Only in this way, the congressional Members stated, would the full effectiveness of the program be realized.

In discussing individual cadet motivation and the vital role that it plays in determining the degree of success that a young man achieves in adapting to cadet life, in the discharge of his academic responsibilities, and in the general level of his performance at the Academy, the Board emphasized the importance of effectively informing the prospective cadets of the nature of the cadet experience and of the considerable demands that are placed upon the individual's fortitude, energy, and personal devotion, not only during New Cadet Barracks, but indeed throughout his entire four years at the Academy. The Board was informed of the methods that the Academy employs to "educate" prospective cadets in these matters, taking especial note of the role played by high school counsellors and teachers. The Board also took note of the Superintendent's practice of addressing a personal letter to each appointee in which he emphasizes the serious nature of the cadet commitment, the rigorous demands that membership in the Corps of Cadets entails for the individual, and the high standards of behavior, application, and character that are called for in order to achieve success as a cadet. The Board commended the Academy's active program of inviting high school counsellors to West Point for orientation, as well as the efforts of the Superintendent personally, and of his staff, to carry out this educative process. The Board reiterated its interest in their continuing effective development.

e. The USMA Faculty.

During his consultations with the Board the Superintendent expressed his continuing preoccupation with the necessity of recruiting the best possible talent for USMA's academic faculty, stressing especially the vital role played by the permanently assigned academic officers--the Permanent Associate Professors and Professors, USMA--in the maintenance and enhancement of the Academy's educational excellence. The Board took especial note of the important responsibilities falling upon the Dean of the Academic Board in his direction of the faculty, and in the design and management of USMA's curriculum.

The Board concurred with the Superintendent's views as stated and, stressing the high importance it accords the educational role of USMA's tenure academic personnel, the Board emphasized the urgent necessity that the Academy, and the Department of the Army, move promptly and positively towards the recruitment and assignment of a considerable additional number of Permanent Associate Professors.

In so far as junior officer instructor personnel are concerned, the Board fully appreciates the high career motivational values inherent in

the yearly acquisition, by the USMA faculty, of a substantial number of young career officers who, having had the benefit of graduate study, can teach standard courses with high effect. But, in light of the elective, advanced, and accelerated courses now offered, the Board sees in the very modest number of tenure positions now authorized a very serious educational shortcoming. In the Board's opinion the effective design, teaching, and supervision of these more sophisticated, but essential courses, clearly demand a more thorough academic preparation, and more continuity of direction and control than can be expected from personnel assigned to a brief, three-year tour of instructor duty. The Board expressed the view that the 15 Permanent Associate Professors presently authorized can be scarcely more than minimally adequate to carry out the present job; the projected expansion of the Corps, and student body, to over 4000 in the next few years will, in the Board's view, require a very substantial increase in the number of these second level tenure academic personnel. The Board hopes the Superintendent will take prompt action to forward to the Department of the Army a comprehensive plan and justification for expanding the body of Permanent Associate Professors, together with a request that he be authorized to fill the positions created as qualified officers, willing to accept the appointments, are identified. The Board views this action as one deserving of urgent attention, and has made this matter subject of specific recommendation in paragraph 8, hereunder.

f. Pay of Professors, USMA.

This Board, as has many of its predecessors, views the problem of the pay of Professors, USMA, as an item deserving of its especial consideration. It examined the legislation now in force, reviewed the recommendations made by several of the previous Boards of Visitors, and inquired in detail into the many considerations bearing upon the matter.

In its discussions the Board initially took note of the following: (1) The Corps of Professors, USMA, numbers 22; each professor, whether appointed from the Regular Army or, as has been occasionally but rarely done, from another source, is a highly qualified professional person, who, at the time of his appointment, already had achieved considerable stature and reputation, and could look forward with confidence to further professional preferment and higher recompense had he not chosen to accept a professorship at the Military Academy; (2) Once having accepted appointment as Professor, USMA, the opportunity for military promotion beyond the grade of colonel is, for all practical purposes, non-existent, in as much as only one of the 22 professors (i.e., the Dean of the Academic Board) can be elevated to general rank; and (3) The Armed Services Pay Act of 1963 did provide for \$250 per month additional pay to Professors, USMA, on completion of 36 years of service, but failed to provide for any increase in their remuneration between their 26th year and 36th year. Furthermore, it did not authorize the use of the additional \$250 per month in the computation of retired pay.

The Board observes that, under the conditions prevailing, there exists a strong financial incentive for a Professor, USMA, to leave the Army after 30 years of service, because by that time he has built up his maximum retirement benefit. In fact, under the present law, if he continues to serve until the statutory retirement age of 64, he may look forward to no

increase in retirement benefit over that for which he had become eligible a decade or so previously. The Board does not believe that in any other comparable employment does retirement equity remain frozen for the final 14 or 15 years of a person's active career.

The Board also noted that Section 3962(c) of Title 10, U.S.C., provides that:

Upon retirement, any permanent professor of the United States Military Academy whose grade is below brigadier general, and whose service as such a professor has been long and distinguished, may, in the discretion of the President, be retired in the grade of brigadier general.

Such elevation, the Board observes, while probably pleasing to the one so recognized, carries with it no increase in pay, and is a somewhat empty honor.

The Board found it revealing, in its consideration of this matter, to compare the financial compensation of Professors, USMA, with that of civilian professors at comparable civilian educational institutions, and it took note of certain published data made available to it. The Board noted that the American Council on Education in its pamphlet Education and National Affairs, dated 29 April 1967, indicated that the average compensation, on a nine-month basis, of professors at private universities is \$19, 825; and that the Chronicle of Higher Education, issue of May 1967, reports that the average pay of the college professors at reputable colleges, again on a nine-month basis, is \$19,630. The Board observes that Professors, USMA, being authorized but one month's leave annually, serve not 9, but 11 months per year, and that in comparing compensations it is not at all illogical, by extension, to regard the average annual salary of a civilian professor as equivalent to 11/9 of the cited figure, or \$24,230. In this connection, the Board noted, a typical Professor and Department Head on the USMA faculty--a colonel of the Army with 31 years of commissioned service--draws about \$14,370 of taxable income, of which about \$2,490 is tax withheld at source. And this disparity appears to the Board to be striking.

The Board also deems it significant that the rank of professor at civilian colleges is accorded to a large proportion of the total faculty, as compared to the ratio at the Military Academy. An examination of the situation at two representative civilian institutions, comparable in size to the Military Academy is, in this connection, revealing:

	Total Teaching Faculty	Number Holding Rank of Professor	Percentage Holding Rank of Professor
Institution "A"	1439	216	15%
Institution "B"	928	156	17%

At the Military Academy, in contrast, only 22 individuals, or about 5 percent of the faculty, hold the rank of professor, and the holders thereof are either academic department heads or deputy department heads. It

is essential, the Board feels, that in considering the salary of the Professor, USMA, it be borne in mind that his professional role and responsibilities are closely analogous, and in no way of lesser importance, than those of a department head at a civilian university. To compare the salary of the Professor, USMA, with that of the generality of professors at civilian universities and to suggest that their roles and responsibilities are of the same order is, the Board holds, entirely misleading.

The Board additionally noted, in the Chronicle of Higher Education, data to the effect that during the past year there was an average increase of 6.8 percent in college level faculty pay throughout the country. This contrasts markedly, it observes, to the 2.7 percent increase in total compensation received by a U. A. Army colonel (including Professors, USMA).

Next, the Board reviewed carefully the actions taken by higher military headquarters on the recommendations made by the 1966 Board of Visitors concerning the pay of Professors, USMA.

Concerning the pay of Professors, USMA, the Board recommends that the Department of the Army take expeditious action to sponsor legislation providing for: a step increase in pay for Professors, USMA, in the amount of \$250 per month at the completion of 30 years service, in lieu of the increase of \$250 per month at the completion of 36 years of service as presently provided; an amendment in the law to the effect that Professors, USMA, being retired in grade of brigadier general, be accorded the retired pay of that higher grade.

The Board is disappointed to note that the Department of the Army declined to sponsor either of the measures recommended, adducing a number of arguments in support of its position. In this connection, it is understood that an erroneous impression has been somewhat current that many professors, USMA, are promoted ahead of their contemporaries in other assignments. This, the Board observed, is an unjustifiable generalization based on one isolated instance. Only one Professor, USMA, in the past 25 years, was promoted to the grade of colonel before his contemporaries. In respect to all of the other 14 Professors appointed during the time in question, not one received his promotion to colonel in advance of his contemporaries.

Secondly, some credence has been given to the idea that Professors, USMA enjoy the advantages of "academic reciprocity" in receiving scholarships for their children in civilian institutions. This is not true; there is no such reciprocity offered because there are no scholarships, per se, at USMA. Members of the USMA faculty have not received any scholarship aid for their children by operation of the reciprocity principle.

Thirdly, it has been alleged that increase in the compensation of Professors, USMA, would constitute unjustified preferential treatment for the small segment of the officer corps represented by the Corps of Professors. In respect to this last consideration, the Board deems it important again to note that such additional pay as is currently authorized--\$250 per month after completion of 36 years of service--is at present of benefit to

only three of the Corps of Professors. Further, that this increase begins a year after officers in the pay grades of O-8, O-9, and O-10 (contemporaries of the senior Professors, USMA) normally retire. Thus, this increase in itself constitutes no discrimination against officers other than Professors, USMA.

Finally, in developing its conclusions upon this matter of Professor's pay, the Board found it useful to recapitulate the factors involved: (1) The Department of the Army, in selecting officers for the position of Professor, USMA, follows a most rigorous process of selection; (2) It is generally accepted that those tendered appointments must be of "general officer calibre"; (3) Once an officer accepts appointment as Professor, USMA, prospects of military advancement are effectively closed; (4) Professors, USMA, serve until retirement at age 64 with no increase in pay (except \$250 after completion of 36 years of service, but with the proviso that this increase may not be reckoned in when computing retired pay); (5) The rate of compensation of Professors, USMA, is substantially less than that of the "average" run of professors, and very drastically below that of professors performing comparable roles and discharging comparable responsibilities in civilian institutions; and (6) Three of the major arguments adduced in opposition to the Board's previous recommendations for increase in Professors' recompense lack persuasiveness.

The Board concludes that the appropriate corrective action in this matter lies in granting an increase in the retired pay of Professors, USMA. In paragraph 8, hereunder, it makes a specific recommendation for the achievement of this urgently desirable objective.

g. Facilities.

Members of the Board individually inspected the Academy grounds and portions of the West Point reservation and took occasion to commend the Superintendent on the excellent manner in which they and the Academy's physical plant are being maintained.

h. Fiscal Affairs.

No problems relating to fiscal operations came to the attention of the Board.

i. Date of Next Annual Visit.

The Board agreed that the next annual visit should be scheduled for the period Thursday, May 16, to Saturday, May 18, 1968.

j. Individual Views and Comments.

Senator Thurmond, having reviewed this Report in draft form, transmitted to the Executive Secretary certain views and comments which he desired be incorporated into the Report as a separate entity. These are appended as Annex 1.

## 7. CONCLUSIONS.

The Board of Visitors, 1967, having had the opportunity personally to observe a number of aspects of the Military Academy; to confer with members of its staff and faculty; to talk with a number of cadets of the Corps; to examine the Academy's curriculum, military training, and command and logistical functions; and to consider carefully the information laid before it by the Superintendent, the Dean of the Academic Board, and the Commandant of Cadets, concludes that the Military Academy is carrying out its mission in an outstanding manner.

Such personal contact as the Members of the Board had with the personnel of the West Point garrison, and with the staff and faculty of the Military Academy, causes the Board to believe that they are very deeply motivated, sincerely devoted to duty, and possessed of high professional capacity.

The Board Members found their opportunities for personal contact with members of the Corps of Cadets inspirational, enlivening, and highly reassuring experiences.

The Board, as a result of its observations and inquiries, concludes that the Superintendent, Major General Donald V. Bennett, is discharging the important responsibilities of his command with outstanding vigor, imagination, and wisdom. The Board takes pleasure in commending him and his staff and faculty for the strong and effective direction they are giving to the Military Academy.

## 8. RECOMMENDATIONS.

Based upon its personal observations and consultation with USMA personnel, the Board makes the following recommendations. They fall into two general areas: the Academy's physical expansion program; the recruitment and retention of the USMA faculty; and a related problem, the pay of Professors, USMA.

a. Concerning the Academy's physical expansion program, the Board recommends that all concerned vigorously support measures for its realization as planned. Specifically, the Board recommends:

(1) That funds for the construction of the New Academic Building be authorized and appropriated, and that its construction be initiated in FY '68.

(2) That funds for the construction of an adequate Cadet Union Building be authorized and appropriated, and that construction be initiated in FY '69.

(3) That funds for the construction of Phase II, Cadet Barracks, be authorized and appropriated, and that construction be initiated in FY '69.

(4) That the Department of Defense authorize those remaining projects in the expansion program according to plan so as to assure that the impetus of the construction effort will be maintained and the expansion plan will be fulfilled as scheduled.

(5) That the Department of the Army budget programs continue to provide for increasing the operations and maintenance funds of the Military Academy consistent with the programmed development of new facilities.

b. Concerning the recruitment, retention, and continuing beneficial development of the USMA faculty, the Board recommends:

(1) That the Superintendent continue to act vigorously in searching out and requesting from the Department of the Army assignment to the USMA of the most highly qualified and dedicated uniformed officers for the teaching faculty.

(2) That the Department of the Army continue to emphasize that detail to the USMA faculty constitutes a positive recognition of an officer's effectiveness, and is a highly desirable career assignment to which the best officers should aspire.

(3) That the Superintendent promptly take action to submit to the Department of the Army for approval a comprehensive plan and justification for increasing the number of Permanent Associate Professor positions on the USMA faculty from the presently authorized 15 to a number in the neighborhood of 40 to 50; that the Department of the Army authorize the Superintendent to fill the positions thus authorized when and as qualified officers, willing to accept appointment as Permanent Associate Professors, are identified.

(4) That, in respect to USMA faculty members with tenure--the Professors, USMA, and the Permanent Associate Professors--the Board, recognizing their especially vital role in maintaining the excellence of the Academy's educational program, recommends that the Department of the Army exert continuing vigorous efforts to enhance the institutional appeal and prestige of these tenure positions to the end that truly outstanding career officers will earnestly seek appointment to them. In this connection, it appears to the Board desirable and appropriate that tenure faculty members be afforded opportunities to become involved in, and participate in, military affairs at higher levels.

c. Concerning the pay of Permanent Professors, USMA, the Board urgently recommends that the Department of the Army take prompt action to sponsor legislation which shall, while yet retaining in effect the additional pay authorized by Title 37, U.S.C., Section 203(b), provide that: Permanent Professors, USMA, upon retirement in the grade of brigadier general, be accorded the retired pay of that grade.

LEIF J. SVERDRUP  
Major General, USAR (Retired)  
Chairman of the Board,  
Sverdrup & Parcel Associates, Inc.  
St. Louis, Missouri

JAMES F. COLLINS  
General, USA (Retired)  
President, American  
National Red Cross

FREDERICK L. HOVDE  
President, Purdue University

JACOB K. JAVITS  
United States Senate

THOMAS J. MCINTYRE  
United States Senate

GLENARD P. LIPSCOMB  
United States House of  
Representatives

ALEXANDER PIRNIE  
United States House of  
Representatives

LUCIEN N. NEDZI  
United States House of M. C.  
Representatives

FREDERICK R. KAPPEL  
Chairman of the Board,  
American Telephone and  
Telegraph Company (Retired)

FRANK A. ROSE  
President, University of  
Alabama

JAMES A. SUFFRIDGE  
President, Retail Clerks  
International Association,  
AFL-CIO

STROM THURMOND  
United States Senate

ADDITIONAL VIEWS OF SENATOR STROM THURMOND (R-SC) TO BE APPENDED TO THE  
1967 REPORT OF THE BOARD OF VISITORS OF THE U. S. MILITARY ACADEMY

I have completed my review of the 1967 Report to the President by the Board of Visitors of the U. S. Military Academy.

While I am in general agreement with the substance of that document, I have three considerations at variance with its conclusions.

1. I strenuously object to the recommendations for increasing the number of Permanent Associate Professor from 15 to 40-50 (Part 6, e and Part 8, b, 3). I agree that additional teaching positions of longer duration may be needed because of the increasing size of the enrollment. However, it does not seem to me to be a progressive step for a military college to place emphasis on the term "Permanent," and to speak of it in a way that may imply an analogy with the concept of "tenure" at civilian universities. The U. S. Military Academy is not strictly analogous to civilian institutions of learning. Its graduates are destined for specialized careers sensitive to the national security. Its permanent professors receive their tenure by virtue of being officers in the U.S. Army, and not by virtue of the civilian doctrine of "academic freedom." In an era of increasing complexity and revolutionary changes, the Academy cannot afford the luxury of inbreeding and the development of cliques of limited vision. The three-year instructorships were intended to bring in teachers with field experience and proven troop training abilities so as to prevent the development of a sterile academic outlook.

2. I withhold approval at this time of the discussions and recommendation indicated in Part 6, f, and Part 8, c and make no comment as to the merits of the arguments presented therein, except to note the following: Although the recommendation suggested was specifically deleted from the Military Pay Increase Bill of 1963 at the request of the Senate in the Senate-House Conference Committee (See the Report of the Committee on Conference on the 1963 Military Pay Increase Act, September 25, 1963, 88th Congress, 1st Session, Report 773, p. 14), I believe that a review is in order in the context of the next Military Pay Increase legislation. At the present time I am not opposing the specific recommendation of (8) (4) (c) (1).

3. I strongly support the recommendation on page 14 that the Academic Board and Superintendent undertake a searching, rigorous, and continuing review of the Academy curriculum, both in its official requirements, and in its extra-curricular complements. The state of the curriculum is indeed of such long-range importance to the Academy and to the nation that the Board of Visitors can be scarcely expected to study the subject closely enough during its brief annual visits.

Therefore, I respectfully suggest that the Board of Visitors submit to the Secretary of the Army for his approval (under terms of 10 U.S. Code 4355 (g), a list of competent advisers who shall keep themselves informed on the progress of curriculum reform by consulting with the Academic Board and Superintendent as often as necessary. This special advisory committee, on the basis of its continuing contact, should evaluate such progress and interpret it to the Board of Visitors. Such advisers, of course, are

eligible for per diem allowance and expenses under 10 U.S. Code 4355(h).

Candidates for such a committee should be chosen from those who meet two basic requirements: 1. They should have attained high military rank and distinction as graduates of the Academy. 2. They should have shown outstanding competence in military college administration or teaching, or in the field of international affairs. All men of this claibre should feel free to express themselves individually to the Board of Visitors and to officials of USMA, whether they are appointed to an advisory committee or not. Yet it would be helpful if the Board availed itself of the opportunity provided in its founding statutes to draw upon the accumulated experience of men specifically appointed. Such a committee would in no way compromise the Academic Board and the Superintendent in their work, but it would provide the Board of Visitors with the continuing advice and counsel that cannot be obtained from a brief annual visit.

The United States Military Academy is one of the finest institutions in the nation for the training of our military leaders. With forward-looking planning, and close attention to its progress, we can keep it as the fountainhead of men who will keep the world peace through victory.

10 USC 4355  
BOARD OF VISITORS  
United States Military Academy

4355.Board of Visitors

(a) A Board of Visitors to the Academy is constituted annually of--

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

(2) three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate;

(3) the chairman of the Committee on Armed Services of the House of Representatives, or his designee;

(4) four other members of the House of Representatives designated by the Speaker of the House of Representatives, two of whom are members of the Committee on Appropriations of the House of Representatives; and

(5) six persons designated by the President.

(b) The persons designated by the President serve for three years. Two persons shall be designated by him each year to succeed the members whose terms expire that year.

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

(d) The Board shall visit the Academy annually. With the approval of the Secretary of the Army, the Board or its members may make other visits to the Academy in connection with the duties of the Board or to consult with the Superintendent of the Academy.

(e) The Board shall inquire into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

(f) Within 60 days after its annual visit, the Board shall submit a written report to the President of its action, and of its views and recommendations pertaining to the Academy. Any report of a visit, other than the annual visit, shall, if approved by a majority of the members of the Board, be submitted to the President within 60 days after the approval.

(g) Upon approval by the Secretary, the Board may call in advisers for consultation.

(h) While performing his duties, each member of the Board and each adviser is entitled to not more than \$5 a day and shall be reimbursed under Government travel regulations for his travel expenses.

INFORMATION FURNISHED TO MEMBERS  
OF THE 1967 BOARD OF VISITORS PRIOR TO  
THEIR MEETINGS 11-13 MAY

Catalogue of the United States Military Academy, 1966-1967.

Report of the Board of Visitors, United States Military Academy, 1966.

Annual Report of the Superintendent to the Chief of Staff, United States  
Army, 1 July 1965-30 June 1966.

Proposed Schedule for the 1967 Visit of the Board of Visitors.



PROGRAM FOLLOWED BY THE  
BOARD OF VISITORS, USMA  
ANNUAL VISIT, 1967

Thursday, 11 May 1967

- 1200-1350 Board Members present assembled for luncheon and organization meeting, Hotel Thayer.<sup>1/</sup>
- 1350-1700 Board Members proceeded at will, visiting classes and academic departments and inspecting other activities in which interested.<sup>2/</sup>
- 1815-2330 Superintendent's "working dinner," followed by presentations by the Superintendent and by the Commandant of Cadets, and a general discussion of issues.<sup>3/</sup>

Friday, 12 May 1967

- 0800-1030 Members present individually visited classes and academic and tactical departments and inspected various activities and facilities.
- 1030-1130 Members assembled in the Faculty Lounge for a presentation by the Dean of the Academic Board, and a general discussion of curriculum matters.<sup>4/</sup>
- 1145- The Board assembled in Central Area for the taking of their pictures with selected cadets.
- 1215- Board Members lunched individually with selected cadets, Washington Hall.
- 1330-1515 Board met in the Department of Earth, Space, and Graphic Sciences for a briefing on USMA's physical expansion and a general discussion of this and other matters.
- 1600-1635 Board witnessed a sky diving demonstration by the U. S. Army Parachute Team.
- 1730 Members reviewed the Corps of Cadets in a brigade retreat parade in honor of the Board.
- 1830 Members attended a brief reception in the quarters of the Superintendent and met informally with numbers of the garrison.

Friday, 12 May 1967 (Cont)

- 1830-1915 Board Members dined in Washington Hall with cadet escorts selected by the Commandant of Cadets.
- 1915-2030 Board Members visited informally in Cadet Barracks escorted by their cadet dinner hosts.
- 2030 Board Members assembled in Grant Hall for informal coffee with the Superintendent, the Dean, and the Commandant of Cadets.

Saturday, 13 May 1967

- 0830-1125 The Board met in executive session, Dean's Conference Room, Building 600, and discussed its observations, findings, and the substance of its report to the President.
- 1125-1205 The Board was joined by the Superintendent, the Dean, and the Commandant for a terminal conference prior to luncheon and the departure of the Board from the Military Academy.

NOTES:

- 1/ Present: General Collins, Dr. Hovde, Mr. Kappel, Mr. Suffridge, Major General Sverdrup.
- 2/ Dr. Rose arrived at the Academy during this period and joined the Board prior to the Superintendent's "working dinner."
- 3/ Mr. Nedzi joined during the progress of the dinner and was present for the Superintendent's and the Commandant's presentations. Senators McIntyre and Thurmond joined subsequently to the formal presentations, but remained to converse informally with the Superintendent and his staff.
- 4/ Senator Javits and Representatives Pirnie and Lipscomb had arrived in time to attend this conference. Mr. Kappel and Senator Javits departed during the course of this conference.