

UNITED STATES MILITARY ACADEMY

WEST POINT · NEW YORK

REPORT of the BOARD OF VISITORS

2 May 1970

DUTY-HONOR-COUNTRY

General James Earl Rudder

The 1970 Board of Visitors wishes to record its deep regret that the death of Major General James Earl Rudder deprived the Board of the cooperation and wise counsel of one of its most devoted and able members.

General Rudder was appointed by the President to the Board of Visitors in 1968 while serving as President of Texas A&M University. A hero of the Allied invasion of Normandy, and of subsequent battles on the continent of Europe, after his retirement from the Army he distinguished himself as an educator, a man of affairs, and a public servant both in his native Texas and at the national level.

To his service on the Board he brought the fruits of his experience as an exceptional soldier and enlightened educator. His acute intelligence and his appreciation of the high mission of the Military Academy in his nation's service enabled him to make most distinguished contributions to the deliberations of the Board.

The Members of the 1970 Board deeply missed General Rudder's stimulating presence and the benefits of his wisdom.

UNITED STATES MILITARY ACADEMY
West Point, New York

2 May 1970

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 1970 were the following:

SENATORS

Howard W. Cannon, Nevada,
representing John C. Stennis,
Chairman of the Committee on
Armed Services

Ernest F. Hollings, South Carolina

Gale W. McGee, Wyoming

James B. Pearson, Kansas

REPRESENTATIVES

William Nichols, Alabama,
representing L. Mendel Rivers,
Chairman of the Committee on
Armed Services

Glenn R. Davis, Wisconsin

Martin B. McKneally, New York

William H. Natcher, Kentucky

Olin E. Teague, Texas

PRESIDENTIAL APPOINTEES

Mr. Robert M. Brunson, Executive Vice President, E.F. MacDonald Company,
Beverly Hills, California. (Appointed in 1968 to serve through 1970)

Mr. Jerry Finkelstein, Chairman of the Board, Struthers Wells Corpora-
tion, New York, New York. (Appointed in 1969 to serve through 1971)

Mr. Edwin D. Etherington, Old Lyme, Connecticut. (Appointed in 1969
to serve through 1971)

Major General Leif J. Sverdrup, USAR (Ret) Chairman of the Board,
Sverdrup and Parcel and Associates, Inc. (Appointed in 1970 to serve
through 1972)

Mr. Louis R. Vincenti, President, Mutual Savings and Loan Association,
Pasadena, California. (Appointed in 1970 to serve through 1972)

3. EXECUTIVE SECRETARY.

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

4. PRELIMINARY DATA.

Pursuant to the desires of the 1969 Board, the Board of Visitors, 1970,
convened for its annual meeting at the Military Academy during the period
Thursday, 30 April, through Saturday, 2 May.

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

5. CONVENING OF THE BOARD.

General Leif J. Sverdrup arrived at the Military Academy in the late
afternoon of 29 April and spent that evening, and 30 April, in discussions
with key officers and in personal investigation of various aspects of the
Academy's plant and operations.

The initial scheduled activity of the Board, the Superintendent's
Welcoming Dinner, was held at 1930 hours, 30 April. The following Members
attended: the Honorable Ernest F. Hollings, United States Senate, and three
presidential appointees--Mr. Etherington, General Sverdrup, and Mr. Vincenti.

At the Board's brief organizational meeting which immediately followed
the dinner, Members of the Board present noted with regret that the respon-
sibilities of the Congress had made impossible the attendance at the 1970
meeting of the following: Senator Cannon, Senator McGee, Senator Pearson,
and Representative Teague; further, that urgent personal affairs had made it
impossible for the following presidential appointees to be present: Mr.
Brunson and Mr. Finkelstein. The Members present elected General Sverdrup
as the Chairman pro tem for the 1970 meeting, pending confirmation of this
action on the expected arrival of some additional Congressional Members the
next morning, 1 May.

Because of congressional duties Representative Davis, Representative
McKneally, Representative Nichols, and Representative Natcher were unable
to leave Washington on 30 April. They arrived by special military aircraft
on the morning of 1 May and joined those members of the Board already present
at about 1015 hours, in time to hear the Superintendent's presentation.
Shortly thereafter all eight Members present unanimously confirmed General
Sverdrup as Chairman.

Important commitments elsewhere made it necessary for Senator Hollings, Mr. Etherington, and Representative McKneally to depart the Academy during either the afternoon of Friday, 1 May, or early Saturday morning, 2 May. With the exception of these, all other Members remained for the executive session and gave direction to the composition of the Board's 1970 Report.

6. RECOMMENDATIONS OF THE 1969 BOARD.

About ten days prior to the convening of the Board the Superintendent mailed to each Member of the 1970 Board, for his information, a verbatim abstract of the formal recommendations of the 1969 Board, together with a brief but detailed report on the status of actions taken thereon and pending. This enabled the Members to acquaint themselves beforehand with the Academy's salient problems and programs so that the Board's discussions could commence upon a common understanding of the important issues.

This paper is attached as Annex 1.

7. PROCEDURES.

During its period at the Academy, 30 April-2 May, the Board followed the schedule of activities suggested by the Superintendent in the Proposed Program, previously distributed to all Members for their consideration. In the opinion of the Board the schedule appeared satisfactory.

Individual Board Members employed the periods of "free time" specified in the Proposed Program to make individual visits to classes in session and to examine engineering and construction works in progress, and in the planning stage, relevant to the Academy's approved program for expansion and physical improvement. Several Members directed their special attention to the work in progress on the New Academic Building, to an inspection of the site of the Cadet Activities Building, and to the present and projected Stony Lonesome Housing project.

Briefing conferences for the Board by the Superintendent and his key officers, followed by periods for questions, comments, and discussions, began on the morning of 1 May, with the Superintendent's presentation, and continued most of the day. In his address the Superintendent limited himself to giving a concise picture of the Academy's current operations with emphasis upon those issues of greatest concern to the Academy and the Department of the Army.⁽¹⁾ He reserved to the Dean of the Academic Board, the

(1) Matters highlighted by the Superintendent were the Academy's mission and the specific objectives deriving therefrom; admissions problems and procedures, and current improvements therein; the academic curriculum and the organization of the teaching faculty, as currently found and as evolving; cadet motivation and cadet military training; the program of graduate level training as it applies specifically to the offices of the Tactical Department; the new policy permitting one per cent of each graduating class, starting 1971, to enter medical school; the Academy's program of physical expansion necessary to handle the expanding Corps of Cadets and provide for its support.

Commandant of Cadets, the Director, Office of Expansion Planning and Control, and the Director of Admissions and Registrar responsibility for giving detailed coverage of matters within their respective purviews. The substance of their presentations, which followed his own, is recorded under the relevant headings, below.

The program of activities followed by the Board is shown in Exhibit C.

8. COMMENTS.

a. Morale, Discipline, and Training.

Various Members of the Board had occasion to observe cadets in academic classrooms, at a double regimental review, at sports, and during movements of individuals about the post. All Members of the Board had the opportunity of conversing individually with cadets at luncheon, and again at dinner on Friday, 1 May. Members visited and conversed individually and informally with cadets in their barracks after dinner on that date. Members were favorably impressed by the bearing, mental alertness, articulateness, mature awareness of issues, and the personal candor of those with whom they had contact.

At the double regimental retreat review held in the Board's honor on 1 May, Members observed the commendable appearance of the cadets in ceremonial formation.

In his presentation to the Board, the Commandant of Cadets, using appropriate visual aids, discussed the mission of the Department of Tactics⁽¹⁾ and the specific objectives of the Department of Tactics deriving therefrom.

Using an enlarged chart (reproduced as Annex 2) he detailed the four year course of disciplinary, character, and military education and training that each cadet receives. In so doing, he stressed its progressive nature, from basic physical conditioning and disciplinary training in New Cadet Barracks, through the inculcation of individual military skills, weapons familiarization and training, and small unit tactics, to a grounding in command and operational techniques appropriate to larger forces of the combined arms.

He stressed the great importance that the officers of the Tactical Department, and the cadets themselves, attach to the month of Army orientation

(1) To develop the qualities and attributes of leadership with emphasis on character, as exemplified by integrity, morality, discipline, and a strong sense of duty and responsibility; to provide a broad, basic military education; to develop high standards of physical fitness; to instill the motivation essential to the profession of arms and to provide orientation for a career in the United States Army.

Training provided all cadets either during their second or first class summers. It is of value not only because it affords the cadets an intimate view of the practicalities of the junior officer's calling and gives them an appreciation of the problems and rewards of small troop command, but also because, experience shows, it provides a most important motivational incentive to the individual cadet's professional dedication. (In its meeting with the Superintendent subsequent to its executive session on 2 May the Board, referring to the high esteem in which the program of Army Orientation Training is held by the cadets of the first class with whom they discussed it, took favorable note of the Superintendent's statement that careful consideration was being given to the possible extension of the period devoted to such training, and to methods of further improving its implementation.)

The Commandant went on to point out that the Military Academy's program is essentially an academic one (a total of only 72 hours is devoted to purely military training and education during the four-year academic program), and that consequently the Department of Tactics must utilize to the maximum effect possible the four summers of a cadet's life at West Point to achieve the military education and training objectives for which the department is responsible.

He emphasized that the inculcation and fostering of cadet motivation is one of his most urgent and difficult problems, and one to which he devotes a major portion of his effort; that an accurate measurement of cadet applicant motivation is not presently possible; and that despite earnest efforts to acquaint interested young men with the demands and the rewards that he will face as a cadet, there yet remains a certain proportion who decide, after they have been accepted as members of the Corps, that the rigors of cadet life are just more than they wish, or are able, to endure. He pointed out that, over a number of years, the attrition rate from among those accepting cadetships has remained constant at approximately 30 per cent; that the class of 1970 had an attrition rate of 27.6 per cent, a modest improvement. Of the approximately 30 per cent separated, he said, about one-half that number must be accepted as "motivational losses," as distinct from purely academic failure or from failure to keep up with the physical or disciplinary demands imposed by cadet life and the Academy program.

The Commandant cited the present five-year active duty commitment as a factor which, in his opinion, operated to reduce motivation towards completion of the Academy program, and indeed as a deterrent to acceptance of cadet appointment. (In this regard, Members of the Board stated at their executive session, that many of the cadets with whom they had conversed informally, cited the five-year commitment as one of the things that troubled them. The Board, in its executive session, canvassed this problem thoroughly, but concluded that, in view of the ample number of young men seeking admittance as cadets in this coming summer of 1970, the five-year active service commitment is not, at present, so serious a deterrent to cadet "recruitment" as to justify the Board's recommending its relaxation. The Board, nonetheless, noted that the Academy Superintendents had entered this matter on their agenda for consideration during their annual conference in May, and stated that it would be a matter which it would be willing to review at its meeting in 1971.)

Cadet First Captain Connors, Commander of the Brigade, addressed the Board, explaining the military organization of the Corps of Cadets, the responsibilities of the cadet chain of command, and the functions of the cadet battalion, regimental, and brigade staffs in assisting the First Captain to discharge his organizational, operational, and disciplinary responsibilities. He dealt at some length upon his own responsibilities for the discipline of the Corps and the functioning of the Commander's Punishment System which, to a degree greater than formerly, places in the cadet chain of command the awarding of appropriate punishment upon cadets violating regulations.

Cadet Connors listed and discussed some of the varied cadet activities which are controlled by cadets, yet which are outside of matters directly pertinent to the chain of command. These matters, he pointed out, are of essential interest to the cadet body as a whole, and are dealt with by elected cadet committees, upon which cadets serve as individual members of the Corps, or its several classes, and not institutionally as cadet officers. Typical examples are the several "class committees" which arrange and foster hops and other social enterprises; class "ring and crest committees"; "automobile committees," and so on, each devoted to providing orderly and effective implementation of the wishes of the class in matters of interest. Cadet Connors stressed these non-chain-of-command organizations provide valuable experience in group representation and group action to a great number of cadets in areas of legitimate interest.

Cadet Captain Mark Barbour, Chairman of the Honor Committee, discussed the Cadet Honor Code and the Cadet Honor System through which it operates. He touched upon the historical and philosophical bases of the Code, and outlined both the cadet organization charged with its operation and the manner in which its functions relate to those of the Academy's authorities in the administration of justice.

Cadet Barbour particularly emphasized that both the Honor System and the Honor Code were conceived and created by the Corps, that the Honor Code reflects the standards of integrity set by the cadets themselves, and that the Honor System is operated by and for members of the Corps.

He stated that the Honor Committee considers that thorough and continuing education of the Corps of Cadets in the principles of the Honor Code and its administration is one of its most important duties; and he stressed the efforts that are made through group conferences, teaching sessions, and individual counselling to assure that every cadet is thoroughly and frequently refreshed as to what the Code requires.

At the conclusion of Cadet Barbour's formal remarks, Members of the Board inquired searchingly into various aspects of the Honor System. The facts elicited by the Board's questioning, and the answers and commentary offered by Cadet Barbour on these matters were, in the view of the Board, highly reassuring. The Board wishes to commend Cadet Barbour on the substance and the manner of his presentation.

Major Godwin P. McLaughlin, Cadet Activities Officer, Department of Tactics, rendered a detailed briefing concerning the responsibilities of his office. The basic objective of the program he administers, he stated, is that of fostering and encouraging cadet involvement in free-time activities, cultural, athletic, and recreational. He pointed out that the program has tripled in scope since 1966 and now embraces some seventy-one authorized clubs and activities, with almost seven thousand cadet memberships in the aggregate. In view of the diversity of interests and functions represented, these activities are divided into seven discrete groupings for administration and funding control.

Money for support of these activities comes from a variety of non-appropriated funds, ranging from the Superintendent's Fund, The United States Corps of Cadets Unit Fund, and a yearly modest Activity Fee assessed against each member of the Corps, to the profits realized from the sale of Cadet Glee Club records and published items such as Bugle Notes. To assure that the Corps of Cadets enjoy a sense of participation and control in these activities, so important to the maintenance of morale and of individual interest, the Cadet Activities Officer is assisted by the Cadet Activities Trust Fund Council, charged with making recommendations to the Commandant of Cadets concerning management and expenditure of its own welfare funds.

b. Curriculum and Allied Matters.

In opening his conference, the Dean of the Academic Board reviewed the evolution of the Academy's curriculum since World War II to date. He pointed out that, commencing in 1958, a program of far-reaching adjustments was deliberately instituted, and that the curriculum as presently constituted reflects a continuing series of decisions made in response to four significant factors then identified: the ever-increasing complexity of military weapons systems; the increasing involvement of Army officers in non-military responsibilities; the "explosion of knowledge"; the institution of the Army Graduate Study Program. He emphasized that, although the educational mission of the Military Academy has not changed, the objectives and programs of instruction of necessity must be continuously adapted to the changing requirements of the military profession, the developments in higher education, and the dynamic evolution of American society.

In response to these considerations, the Academy's program of instruction, he pointed out, has undergone significant modification: the core curriculum (those subjects of the academic program, mastery of which is considered essential to each and every cadet as fundamental to effective discharge of his duties as a commissioned officer) has undergone successive curtailments, while corresponding increments have been added in the area of elective studies. In contrast to the almost totally prescribed curriculum of past years--adequate to the simpler age in which the Army operated--opportunities are now provided for the cadet to exercise, to a reasonable degree, his own choice in formulating his individual course of

study and to explore areas in which he has particular interest or aptitude. Although the Academy, it is fully appreciated, must continue to provide a sound basic education in the arts, the sciences, the engineering sciences, and the social sciences, its curriculum must, at the same time, equip its graduates to undertake graduate-level study in the various diverse and specialized fields that are of interest to the modern and the future Army. This double objective--to provide a sound general education on the one hand, and opportunities for limited specialization on the other--is a continuing preoccupation of the Dean and the Academic Board. The question as to how the Academy can continue to meet this challenge has been at the heart of the curriculum studies which have been made in the past decade and are continuously underway. The Dean terminated this portion of his remarks by stressing that in their deliberations and decisions the Academic Board has been guided by the basic principle that the curriculum must continue to provide each graduate with the best possible preparation for a career as a Regular Army Officer.

The Dean than discussed the current curriculum in detail, making reference from time to time, for purposes of comparison, to contemporary curriculum developments in civilian institutions of higher education. Using charts, he discussed the constituent parts of the four-year academic program as a whole; listed and selectively discussed the total number of elective courses available, and dwelt briefly upon the four general areas of "elective concentration" designed to guide cadets, in their choice of electives, towards systematic, progressive, and effective intellectual development and away from the indiscriminate accumulation of disparate skills that might result from a totally unguided sampling of electives; and discussed the Academy's counselling procedures, provided to assist cadets in shaping their individual courses of study.⁽¹⁾

The Dean also listed and discussed the numerous advanced and accelerated courses offered; the utilization of advanced placement credit carried by cadets incoming from civilian institutions; and the opportunities available to cadets for validation of prescribed courses, when their records and their demonstrated abilities indicate that validation is appropriate.

In terminating his discussion of the curriculum, the Dean referred to recent data on the performance of USMA First Class cadets in the Graduate Record Examination, using figures for the class of 1969. As a record of general academic accomplishment, the showing made by Academy cadets in this examination, as compared with that of the control group from civilian

(1) The elective program offers the cadet a number of courses in each of the four broad areas which have a substantial base in the core curriculum: Basic Sciences, Applied Sciences and Engineering, the Humanities, and National Security and Public Affairs. Within each of these areas, the elective courses are further categorized according to associated fields. The cadet may choose his electives from the complete roster of courses.

institutions, indicates that the Academy product possesses a highly creditable competence.

The Dean next discussed some aspects of the organization of the Academy's academic faculty and the professional qualifications of its individual members. He pointed out that the proportion of the faculty now holding advanced academic degrees (above that of bachelor) is steadily increasing. Whereas in 1963, 71 per cent of the total held master of arts degrees, and only 4 per cent held degrees at the doctorate level, at present 82 per cent hold master's degrees and 12 per cent doctor's degrees. This is especially significant in view of the fact that, in addition to possessing these purely academic credentials, the academic faculty with minor exceptions⁽¹⁾ are commissioned officers of the Regular Army, in grade of captain to colonel; most are combat veterans; all have records of superior professional military performance in service careers extending from four or five to over thirty years.

The Dean stressed that, because the great majority of the teaching faculty are line officers on relatively brief tours of instructor duty, the principal burden of academic leadership devolves upon the tenure personnel--professors and permanent associate professors. He reported that permanent professors presently on board total 19 and that the faculty presently has 27 permanent associate professors assigned. He informed the Board that there existed a validated requirement for an increase of four professors, to a total of twenty-three, and that an active program for the recruitment of suitably qualified permanent associate professors to the approved number of 10 per cent of the total faculty is being deliberately prosecuted. The Board noted these remarks and made a formal recommendation that appears in Section 10, hereunder,

Mr. Etherington emphasized that it is essential for an institution of this kind to be staffed with a teaching faculty highly qualified in the disciplines taught; that not only are prospective applicants heavily influenced in choosing an institution by evidence of a highly competent academic staff, but that once they are admitted they deserve to have a corps of instructors and professors whom they can respect as top-flight in their fields.

In subsequent informal and formal discussions the Members of the Board reported that, in their conversations with individual cadets, they had noted that both the substance of the courses of studies offered, and the professional competence and performance of the USMA instructional staff, are held in enthusiastic high regard by the cadets. The Board agrees that

(1) The Department of Foreign Languages utilizes 6 foreign-born civilian instructors, retained for their native expertise in the several languages taught. The Office of Physical Education utilizes 11 civilian instructors, qualified experts in various aspects of physical training, therapy, etc.

the maintenance of high standards of curriculum planning and supervision, and the retention of the most highly qualified teaching and professional staff, are matters of urgent importance to the continued successful discharge of the Military Academy's educational mission.

At the conclusion of his formal remarks, the Dean invited comments from the Board. Representative McKneally asked what proportion of each graduating class is authorized and selected to attend courses at the graduate level at civilian institutions. The Board was informed that, although by current regulations, up to 5 per cent of each graduating class, designated by order of merit, are permitted to do so immediately, the Academy's policy is to encourage aspirants to delay their entrance into graduate work until they shall have had one or two years of experience in the line; and that, although some forty members of the class of 1969 had been authorized immediate entrance into graduate study programs, only six had elected to exercise this option. The Board is unanimous in approving the Academy's policy in this matter and observed that the benefits of a year or so of professional experience prior to entering upon graduate level study is, in its opinion, highly desirable.

The Board, in Section 10, hereunder, makes three formal recommendations regarding the Military Academy's academic faculty and its curriculum.

c. The USMA Physical Plant and Its Program for Expansion.

Members of the Board took advantage of their presence at West Point to inspect personally several components of the Academy's physical plant and to visit sites of certain proposed construction projects included in the approved plans for expansion.

The Director, Office of Expansion Planning and Control, presented a detailed briefing of the expansion and physical improvement program, utilizing scale models, architects' renderings, engineering plans, and costing charts. He demonstrated graphically the way in which the process of demolition of old facilities and the construction of the new and expanded facilities had been programmed in consonance with the yearly incremental increase in the authorized size of the Corps of Cadets, and rendered a detailed account of progress from 1965, when the work began, to date. In the category of work yet to be accomplished he listed and discussed the following:

<u>Title of Project</u>	<u>Yearly Program</u>
Academic Facilities, Rearrangement of	FY 71
Outdoor Weapons Ranges	FY 71
Washington & Ruger Road Interchange	FY 71
Southwest Gymnasium Addition	FY 72
Consolidated Services Facility	FY 72
Post Chapel Addition	FY 72
Bachelor Officers Quarters	FY 72
Family Housing (160 units)	FY 72

<u>Title of Project</u>	<u>Yearly Program</u>
Hospital	FY 73
Signal Facilities	FY 73
Outdoor Athletic Facilities	FY 74
Ammunition Storage Facility	FY 74
Old Hospital	FY 75
Cadet Club Rooms Rehabilitation	FY 76

The Board took cognizance of this information and satisfied itself that timely scheduling and funding approval for these construction projects is necessary if the Academy is to accommodate and support the expanded Corps of Cadets as authorized by law. The Board determined it would make a formal recommendation in this matter. The recommendation appears in Section 10, hereunder.

The Board noted two specific problem areas in the matter of the Academy's physical plant, and considered them carefully.

(1) New Academic Building.

This facility has been in the approved plan for construction since 1964. Construction began in 1968, in the expectation that the building would be ready for acceptance and utilization by the start of Academic Year 1970-71. But the completion of this building has suffered a delay of approximately one year because of engineering difficulties encountered in foundation work caused by geological anomalies not revealed in test borings. As a result, the Army has found it necessary to submit, as part of its 1971 MCA program, a deficiency funding request for this facility in the amount of \$2,581,000. Alternatives to seeking deficiency funding were thoroughly explored, but were rejected because they would require the deletion of major necessary portions of the building planned, the lack of which would have resulted in a facility incapable of performing its mission. The Board was informed that because of the delayed completion state of this building, the Academy will have to utilize barracks dayrooms as temporary classrooms and accept overcrowded conditions in academic areas, such as laboratories, for an interim period.

Several members of the Board personally investigated this partially completed facility and the construction problems encountered and satisfied themselves that the request for deficiency funding was justified. These members reported affirmatively on this and the Board decided to make a formal recommendation thereon. This is included in Section 10, hereunder.

(2) Secondary Sewage Treatment Facility.

In its investigation of this item in the Academy's construction planning the Board adduced the following information: sewage treatment for the garrison of West Point is currently provided by two plants constructed

in 1956. These plants accomplish an average Biological Oxygen Demand removal of 33 per cent, a performance comparing favorably with that of civilian plants in such nearby communities as Kingston, Newburgh, Beacon, Peekskill, Ossining, and Tarrytown, but unacceptable in view of the federal government's determination to pursue an effective program of waste disposal and ecological enhancement. Pursuant to the intent of the Water Pollution Control Act of 1965, and President Johnson's Executive Order of 1966, the Academy took action to include in its FY 68 MCA program a project to improve its sewage treatment facilities to accomplish a 90 per cent average BOD removal. Completion of final design work revealed that the originally estimated cost of \$2.1 million would be inadequate to provide the service required, and action to reprogram construction of this facility to meet the standards of performance sought would be necessary. A revised project has been submitted to the Department of the Army as a part of the FY 71 MCA program, at an estimated cost of \$3.1 million. It is currently being reviewed by the appropriate Congressional committees. If the requisite funds are authorized and appropriated, the necessary construction work can commence without undue delay.

The Board considers early provision of an adequate secondary sewage treatment at West Point a matter of very high priority. A formal recommendation in Section 10, hereunder, gives effect to the Board's sense of urgency in this regard.

d. Selection and Admission of Cadets.

The Director of Admissions briefed the Board on admissions matters. Because of the brief period at his disposal he did not attempt to cover the whole spectrum of information relative to his responsibility, but confined himself to those salient aspects of the admissions business he deemed of special interest to the Board. He subsequently invited questions and comments from the Board Members present.

He began by highlighting evidence of the advances made in the techniques of the admission operation since 1968, remarking that in that year the Military Academy had to exhaust its "waiting list" of eligibles before the incoming class of 1972 was filled to the desired size of 1250; by contrast, this year, after the desired size of 1360 is reached, several hundred applicants from qualified young men still seeking admittance with the class of 1974 will remain on the waiting list. The Board conceded that this indicates a much healthier situation.

The Director of Admissions ascribed the increase in those seeking admission to intensified efforts on the part of all concerned to provide better informational and administrative service, nation-wide, to the great pool of young men approaching the age (typically when they are juniors in high school) when selection of college-level institutions becomes a matter of urgent concern to them. In this connection he stated that there had been instituted a concerted program to "recruit" outstanding Negro young men, and in evidence of the success of this program he pointed out that, whereas in

1968 only nine Negroes were among the 1244 enrolled, forty-eight Negroes had already been declared qualified for entrance with the Class of 1974.

Having candidly admitted that the admissions procedures for West Point, and indeed all the Service Academies, is a complicated one because of the statutory requirements imposed, the national scope of the admission effort, and the competition of other institutions for outstanding young men, he listed and briefly discussed for the Board the various administrative measures taken to increase the efficiency of the system and facilitate the early notification of qualified candidates. Some of these are: initiation of a computer-monitored file for prospective candidates; institution of a pre-applicant system so that outstanding candidates can be identified well in advance of receipt of a nomination; installation of a telecopier for daily transmission of nominations, qualification, and admissions status transactions between USMA and the Adjutant General of the Army; assigning of outstanding candidates to test sites and authorizing them to report there prior to receipt of a nomination, thus enhancing their chances for early admission notification.

The Director of Admissions pointed out that by far the greater part of the total number of cadetships available are at the disposal of, and must be filled by, the appointment authority vested in the Members of the Congress. He emphasized that the maximum efficiency of the admissions process and the continuing effective flow of qualified young men into the ranks of the Corps of Cadets can be assured only when the Military Academy and the Members of the Congress work in effective concert. He pledged his best efforts, and those of his admissions staff, to supplying every assistance in their power to aid the congressional staffs in the identification of likely candidates and efficient handling of their administration. In this connection he mentioned: the active program of personal visits carried on by USMA Admissions Officers--visits facilitating closer liaison with staffs and prompt settlement of congressional questions; the transmission of lists of applicants from states and districts to the relevant Congressional offices, thus bringing additional promising applicants to their attention; the provision of written suggestions to the Members of Congress as to admissions nomination and administrative procedures proven effective in practice; the furnishing of "quality-ranking" information of prospective nominees to Congressional offices; the publication and distribution to Congressional offices of a revised and improved "Congressional Guide for USMA Admissions."

The Director terminated his conference by emphasizing that, at this time, the Military Academy suffers no problems insofar as the number of candidates seeking admission is concerned; and he ascribed this, in large extent, to the increasingly effective procedures directed by the Members of Congress in publicizing the Military Academy to young men in their states and districts, in identifying likely candidates, and in maintaining ample slates of candidates for each one of their vacancies.

Members of the Board present found the presentation made by the Director of Admissions clear, concise, and illuminating, and they voiced

no substantive criticism as to the manner in which the USMA Admissions operation is being conducted. The Board finds three particular aspects of the overall operation especially useful and recommended, in Section 10, hereunder, their continuing energetic prosecution.

e. Facilities.

Members of the Board had adequate opportunity to observe the condition of a representative sample of the Academy's grounds, buildings, roads, and other facilities. They noted several areas where storm damage, due to the past winter's severity, was still visible, as well as some areas of the cadet barracks in need of interior painting. The Board realizes that repair of winter damage to roads can be undertaken only after the inclemency of the weather has abated, and noted that work was already underway in several areas. The Board commended to the Superintendent the desirability of catching up as quickly as possible on maintenance deferred for reasons of funding. In its discussions with the Superintendent the Board was informed that maintenance funds currently appropriated are insufficient and that such necessary repair and maintenance work can be accomplished only by having recourse to year-end funds. The Board deems the necessity of thus using year-end funds undesirable, and in Paragraph a(4) of Section 10, hereunder, makes formal recommendations regarding the provision of adequate funds for maintenance.

With the resources available, the Board found the maintenance of the Academy's physical plant very commendable.

f. Pay of Professors, USMA.

Military Academy officials did not take the initiative in raising the question of the pay of professors. The Board, nonetheless, was aware that this matter has been investigated and discussed by preceding Boards of Visitors since 1963 and has been the subject of formal recommendations in each year from 1963 through 1969, except 1968. In 1968, the Board of Visitors, believing the Hubbell Plan to be on the eve of enactment, decided against making any further recommendations which might muddy the issue. It now appears that events have overtaken the Hubbell Plan and that it has little likelihood of enactment.

On the initiative of one of its Members, the Board undertook, therefore, to review the pay of professors thoroughly in its executive session. In so doing, it noted several facts. (1) The Corps of Professors, USMA, is authorized by law to number a total of twenty-three. Nineteen are currently on board. Each one, whether appointed from the Regular Army or, as has occasionally but rarely been 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 United States Military Academy (2) Once having accepted appointment as Professor, USMA, the

opportunity for military promotion beyond the rank of colonel is, for all practical purposes, non-existent, in as much as only one of the twenty-three professors (i.e., the Dean of the Academic Board) can be elevated to general officer rank. (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 any increase in their remuneration between their 26th and 36th year; and furthermore, it did not authorize the use of the additional \$250 per month in the computation of retired pay.

The Board also observed that, upon retirement, any permanent professor of the United States Military Academy, whose rank is below brigadier general, and whose service as such professor has been long and distinguished, at the discretion of the President, may be retired in the grade of brigadier general. Such elevation, the Board observed, carries with it no increase in pay.

In its discussion, the Board Members agreed that the intellectual health and instructional efficacy of any educational institution, the Military Academy included, depends upon the quality and performance of its faculty, and that the degree of educational excellence achieved and maintained rests ultimately upon the quality of the professors and department heads, and the direction they give their subordinates. They recognized that the responsibilities falling upon the Professors, USMA, have increased markedly since passage of the Pay Act of 1963 not only because of the massive enlargement in the size of the student body and the corps of instructors required on the teaching staff, but also because of the significantly increased complexity and sophistication of the curriculum of studies. In this connection they noted that in the last decade the number of courses offered has grown from seventy-two to more than two hundred and fifty.

The Board Members also observed that tenure professors in civilian colleges and universities, having responsibilities comparable to Professors, USMA, command salaries far in excess of the pay of their USMA counterparts and additionally receive a number of very considerable fringe benefits.

The Board received satisfactory evidence through their investigations that the responsibilities of the Military Academy's Faculty, both as to curriculum management and teaching, are being discharged in a highly commendable way, and it is satisfied that the Corps of Professors, as presently constituted, faces no immediate problem in retention. Their concern, rather, is to assure that, in the long run, the desire of the most highly qualified officers of the Army to seek professorships at the Military Academy not abate. They recognize that the most highly qualified officers--those very ones whom the Academy seeks for its professors--enjoy very substantial opportunities for advancement in rank and pay in the line and staff of the Army establishment, outside of the Military Academy. The Members of the Board in no way subscribe to the idea that a modest increase in pay will--or should--operate of and by itself to induce the best officers to seek professorships at the Academy; they recognize the latter is in the nature

of a calling whose rewards come in terms of neither salaries nor promotions. Nevertheless, they believe the provisions of the Pay Act of 1963, authorizing \$250 per month after 36 years of service, gave justifiable recognition to officers of outstanding capacities and devotion whose decision to serve the Army as professors, USMA, while voluntarily taken, effectively cut them off from the elevation in rank and the financial rewards they could well have expected had they remained with the "line." They believe that the action taken in 1963 was beneficial and the precedent then set a sound one. They are persuaded, however, that, to a degree, it was arbitrary in setting 36 years of service as the date at which the \$250 per month increase was authorized, and ungenerous in prescribing that this sum was not to be considered in computing retired pay.

The Board satisfied itself that, were the present law to be changed to authorize commencement of the additional \$250 pay per month for Professors, USMA, after completion of thirty-one years of service, and to authorize use of this sum in computing retired pay, the cost to the Government would be insignificant.

The Board believes the beneficial effects of this change would be substantial. It makes a formal recommendation on this matter in 10, hereunder.

g. Fiscal Affairs.

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

h. Date of Next Annual Visit.

The Board agreed that the next annual visit of the Board of Visitors be scheduled for the period Thursday, 29 April, to Saturday, 1 May, 1971.

9. CONCLUSIONS.

The Board of Visitors, during the period 30 April-2 May were presented with a variety of data on the Academy's operations, its plans, and its problems through briefings and conferences presented by key Academy officials. Individually and collectively Board Members inquired into the institution's academic curriculum and teaching procedures, the morale, discipline, and training of the Corps of Cadets, its program of physical expansion and improvement, and its admissions programs. Individual members acquainted themselves, through personal, on-the-spot observation, with several construction projects currently underway.

On the basis of the information offered, and their personal contact with officers of the Staff and Faculty and cadets of the Corps, the Board concludes that the Academy's personnel are earnestly motivated, professionally competent, well disciplined, and possessed of a high sense of duty.

The Board, noting that Major General William A. Knowlton has been Superintendent of the United States Military Academy for a very brief period,

was gratified to observe his sound grasp of the varied responsibilities of his command.

The Members of the Board were very favorably impressed by the grasp of subject matter and by the precision and clarity of address exhibited by those key officers of the Academy, and of those cadets, who conducted briefings for them.

The Board was gratified by the evidence adduced as to the present excellence of the Academy's curriculum, and the competence of its teaching faculty. The Board is reassured to note the vigor with which the curriculum is being subjected to continuing critical review by the Academic Board, and it commends the strong leadership being given by the Dean in academic matters.

It is the conclusion of the Board that the Military Academy is carrying out its mission in a resourceful, imaginative, and effective manner.

10. RECOMMENDATIONS.

Based upon its personal observations and consultations with personnel of the Military Academy, the Board makes the following recommendations. They fall into three general areas: the Academy's program for expansion, improvement, and maintenance of its physical plant; its curriculum and faculty; and its admissions programs.

a. Concerning Improvement and Expansion of the Academy's Physical Facilities, the Board Recommends:

(1) That all agencies concerned support the Military Academy's request for deficiency funds, and expedite the processing of same, so as to assure timely completion of the Academic Building presently under construction.

(2) That the Congress authorize and appropriate funds for construction of effective secondary sewage treatment facilities at West Point, currently part of the FY 71 MCA program.

(3) That the Department of Defense enter in its construction program, and the Congress approve funding of the remaining construction projects in the approved Academy Expansion Program to the end that the impetus of construction effort be maintained and the required facilities be assured of completion in time to effectively support the strength of the Corps of Cadets, currently being increased by yearly increments, and scheduled to achieve full strength, as authorized by the law, in calendar year 1972.

(4) That the Department of the Army budget continue to provide for the increasing operational and maintenance costs, as well as the manpower requirements, of the Military Academy, consistent with the programmed development of new facilities.

b. Concerning the Curriculum and the Faculty, the Board Recommends:

(1) That the Department of the Army and the Superintendent continue to implement the recommendations of the Faculty Review Board, particularly as they apply to maintaining the present high quality of the instructional staff and to increasing the size of the tenure component of the faculty. In this regard, the Board specifically recommends:

(a) That the Department of the Army give vigorous support to legislative proposal DOD 91-26, a bill which would increase the number of USMA Professorships to twenty-nine.

(b) That the Superintendent continue to increase the number of tenure associate professors as requirements are identified.

(2) That the Superintendent and the Academic Board continue to review and, where necessary, to modify the curriculum, insuring that as they continue to adjust it to developments in higher education it remain responsive to the needs of the Service.

(3) That the Department of the Army draft and support legislation to amend the Armed Forces Pay Act of 1963 to the effect that a permanent professor serving at the United States Military Academy, in addition to the pay and allowances to which he is otherwise entitled, be entitled to additional pay in the amount of \$250 per month, such additional pay to commence when he shall have completed 31 years of service; further that such additional pay shall be used in the computation of his retired pay.

c. Concerning the Academy's Admissions Program, the Board recommends:

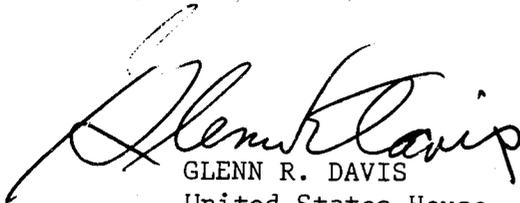
(1) That the current intensification of the admissions effort be continued.

(2) That the Academy continue its efforts to assist Members of Congress in quality-ranking applicants for admission.

(3) That the Academy continue to work towards beneficial standardization of Congressional applicant procedures.



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



GLENN R. DAVIS
United States House
of Representatives



Edwin D. Etherington
Old Lyme, Connecticut



Ernest F. Hollings
United States Senate



MARTIN B. MCKNEALLY
United States House of
Representatives



William H. Natcher
United States House of
Representatives



WILLIAM NICHOLS
United States House
of Representatives



Louis R. Vincenti
President, Mutual Savings and Loan
Association, Pasadena, California

Formal Recommendations of the Board of Visitors, 1969,
and
Status of Actions Thereon as of April, 1970

After weighing the evidence laid before it and considering individual Members' observations and experience at the Military Academy, the 1969 Board makes the following formal recommendations:

a. Concerning the Academy's physical expansion, the Board recommends:

(1) That Department of the Army and Department of Defense act immediately and by the most expeditious means to insure that construction of the proposed 100-bed hospital begins at the earliest possible date.

Status: Bids for the new hospital were opened at 1400 hours on 15 April 1969 and exceeded by an appreciable amount funds authorized. Determination was made by the Department of the Army that bids be rejected, that the hospital be redesigned, and that it be included in the FY 73 MCA Program.

(2) That the construction of the Cadet Activities Center be authorized and funds appropriated so that construction can be initiated in 1970.

Status: The Cadet Activities Center has been authorized and funded by the Congress in the amount of \$16.8 million. Design is complete, advance notice of the solicitation went out on 31 March 1970 and invitations for bids are scheduled to be issued on 8 April 1970 with bid opening on 17 May and, with a favorable bid, construction to be started in June.

(3) That the Department of Defense authorize those remaining projects in the Expansion Program as scheduled so that the impetus of the construction effort will be maintained and the programmed incremental increases in cadet strength will be supported by coincident completion of expanded facilities, to include:

(a) The southwest addition to the USMA Gymnasium.

Status: Deferred by Department of the Army to FY 72.

(b) The additional 160 units of family housing in the Stony Lonesome area.

Status: Indefinitely deferred as the result of the acquisition by USMA of 591 sets of family quarters at Stewart Air Force Base.

(c) The rearrangement of academic facilities as a result of completion of the new academic building.

Status: Included in FY 71 MCA program at a cost of \$1.04 million and now undergoing hearings by the Congress.

(4) That the Department of the Army budget continue to provide for increasing operational and maintenance costs, as well as the manpower requirements of the Military Academy, consistent with the programmed development of new facilities.

Status: The latest information on the FY 71 program received from Department of the Army indicates that it will be at approximately the same level as the FY 70 program. This will not be adequate to support the Academy's one-time and on-going expansion oriented requirements. Although it is anticipated that the one-time requirements--such as providing furnishing for the New Academic Building and Phase II of Cadet Barracks--can be financed as special projects, a continuing increase in the level of the Academy's operating budget is essential to meet the support needs of the expanded Corps of Cadets.

b. Concerning the Academy's Admissions Program, the Board recommends:

(1) That the current intensification of the admissions effort be continued as corollary to the Expansion Program, to include:

(a) Increased support from Academy alumni in recruiting outstanding cadet candidates.

Status: In the summer of 1969, a full-time civilian employee was hired to handle the District Representative Program, the West Point Society Admissions Committee work, and other agencies and individuals assisting USMA in admissions activities. These individuals and agencies are organized, and are being continuously provided with information, to the end that all may fully understand the objectives and programs associated with West Point admissions. Collectively, these individuals and agencies make up the field support effort for our candidate recruiting efforts. In present numbers, they are:

USMA District Representatives	383
Liaison Officers Class 1 Installations	40
Liaison Officers ROTC Units	952
Liaison Officers CE Districts	44
Recruiting Main Stations	39
Admissions Committee-West Point Society	66
Admissions Committee-AUSA Chapter	<u>90</u>
Total	1494

(b) Closer liaison with Members of Congress regarding nominations and appointments.

Status: During the month of October 1969, USMA Admissions Officers visited each of the 535 Congressional offices to discuss West Point admissions with the Member of Congress or his designated representative, and to explain the newly published Admissions Guide. (A new issue of this Guide will be available for each member of the Board of Visitors upon his arrival.) Discussions with the Members of Congress and their staffs indicated a generally favorable reaction to the suggestions we offered as conducive to greater effectiveness in congressional nomination procedures. USMA has advocated several changes, one of the most important being, in our view, an extension of the "application period" for congressional nominees. (We have found that approximately 60% of Members of Congress use an October, or earlier, cut-off date for applications. In our view, this is unfortunately restrictive since our major recruitment programs, for scholars and athletes, peak in the month of October, or later.)

(c) Broader public relations effort, placing emphasis on the Academy's expanded facilities and progressive curriculum.

Status: During this past year, the recurrent "educator visits" sponsored by the Admissions Office have included news media representatives. All news media representatives covering West Point have been introduced to the changes in curriculum and physical facilities which are of interest to young men.

(2) That a greater number of outstanding secondary school ROTC candidates be offered nomination to the Military Academy.

Status: As a result of USMA and DA actions taken this past year, nominations are now available to all members of the ROTC.

(3) That present admission standards be maintained.

Status: There have been no changes in admission standards during the past year.

(4) That the Director of Admissions continue to investigate more efficient admissions procedures to further the early notification of qualified candidates.

Status: Considerable progress has been made towards the simplification and acceleration of admissions procedures during this past year. The following are to be noted as accomplished:

- (1) Initiation of a computer-monitored file system for prospective candidates.
- (2) Institution of a pre-application system so that outstanding candidates can be identified well in advance of receipt of a nomination.
- (3) Transfer of complete responsibility for test site administration from Department of Army to USMA.
- (4) Addition of several testing facilities, and one additional scheduled test date.
- (5) Scheduling West Point candidate test dates to correspond with the Air Force Academy test dates, to take maximum advantage of joint testing facilities.
- (6) Use of the high school administered Motor Performance Test for those young men who, because of their home locations, would be seriously inconvenienced by traveling to a regular test site.
- (7) Installation of a telecopier for daily transmission of nomination, qualification, and admissions status transactions between USMA and the Adjutant General.
- (8) Initiation of an annual Admissions Bulletin condensing admissions information to 4 pages of narrative.
- (9) Designation of the January College Board Examinations as the requirement for all nomination categories.

- (10) Assigning of outstanding candidates to test sites and authorizing them to report thereto prior to receipt of a nomination thus enhancing their chances for early admission notification.
- (11) Furnishing to Congressional offices lists of applicants from their states and districts in November, December, and January, thus bringing additional applicants to their attention.
- (12) Providing written suggestions to Members of Congress as to the procedures West Point would like them to utilize in their nomination process.
- (13) Encouraging early medical examinations to accomplish this very time-consuming requirement as promptly as possible.

c. Concerning the Curriculum and the Faculty, the Board recommends:

(1) That Department of the Army, in consonance with the Faculty Review (Heneman) Board, give vigorous support to DOD 91-26, a legislative proposal which would increase the number of USMA Professorships to twenty-nine.

Status: That Department of the Army is supporting DOD 91-26. We understand that the proposed legislation was submitted to the Congress in January 1969, but that it has yet to be read out of the House Armed Services Committee.

(2) That the Superintendent continue to increase the number of USMA tenure associate professorships, as requirements become apparent and qualified individuals are identified.

Status: During the past seven years, the number of tenure associate professors assigned to the faculty has grown to twenty-three, or about four per cent of our total instructor staff. Over the next few years, we expect to increase this latter percentage--on a gradual basis--to about ten per cent, but only as requirements to do so become clearly identified. Since last spring, we have identified the need for six additional permanent associate professorships, and selection committees are now meeting to recommend nominees to the Academic Board.

(3) That the Superintendent continue to seek the assignment of the most highly qualified and dedicated uniformed officers to the faculty.

Status: The Military Academy continues to seek and obtain such officers as faculty members. The Department of the Army has supported our requests in an exemplary fashion. Personnel turbulence, due primarily to Vietnam requirements, has caused the curtailment of the tours of duty of a few officers during each of the past three years. Such curtailment has resulted in the affected officers' (seven of them in AY 69-70) having instructor tours of only two years instead of the normal three. In all such cases, however, advanced notice is given so that well-qualified replacements can be assigned. As the Vietnam personnel requirements become less demanding, we look for a restoration to a normal three-year tour for our instructor personnel.

(4) That the Superintendent continue to review and adjust structure and content of the curriculum, taking into consideration, when appropriate, the findings and proposals of the Middle States Evaluation Team.

Status: During the past year, a number of actions have been taken in the academic area. The Area of Elective Concentration concept has been implemented, certain changes in the organization of the academic departments have been effected, two major curriculum studies have been completed, and a third study has been initiated.

The first of these curricular studies was aimed at determining the place of the study of management/systems analysis/operations research in the Academy's curriculum. It was completed in early December and approved by the Academic Board in January. As approved, it will lead to the development--in Academic Year 1970-1971--of a modified elective field in Management Science, one which will stress both its engineering and socio-economic character.

In mid-February, the Academic Board considered the second study, an investigation undertaken to establish the feasibility of granting graduate-level credit for some of the more advanced elective courses offered at the Academy. The Board concluded

that we do not, at present, have any courses at the full graduate level but that we do offer about twenty-five courses that could be defined as bi-level in scope and content. The Board also concluded that no attempt to grant graduate credit for a cadet who completes one of these bi-level courses should be made, and that such a decision should be left to the graduate school in which he is eventually enrolled. Finally, on the question of establishing cooperative degree programs, it was decided that a clearly defined rationale for their development did not now exist, and that the Academy should not attempt to establish such programs at this time.

The third study is still underway and entails an investigation of the desirability of offering a majors' type program at the Military Academy. While it is still too early to determine to what conclusions this study will lead, it is certain to be of significant value in planning the future course of our curricular development. Among other items being used in this study is the 1969 Report of the Evaluation Team of the Middle States Association.

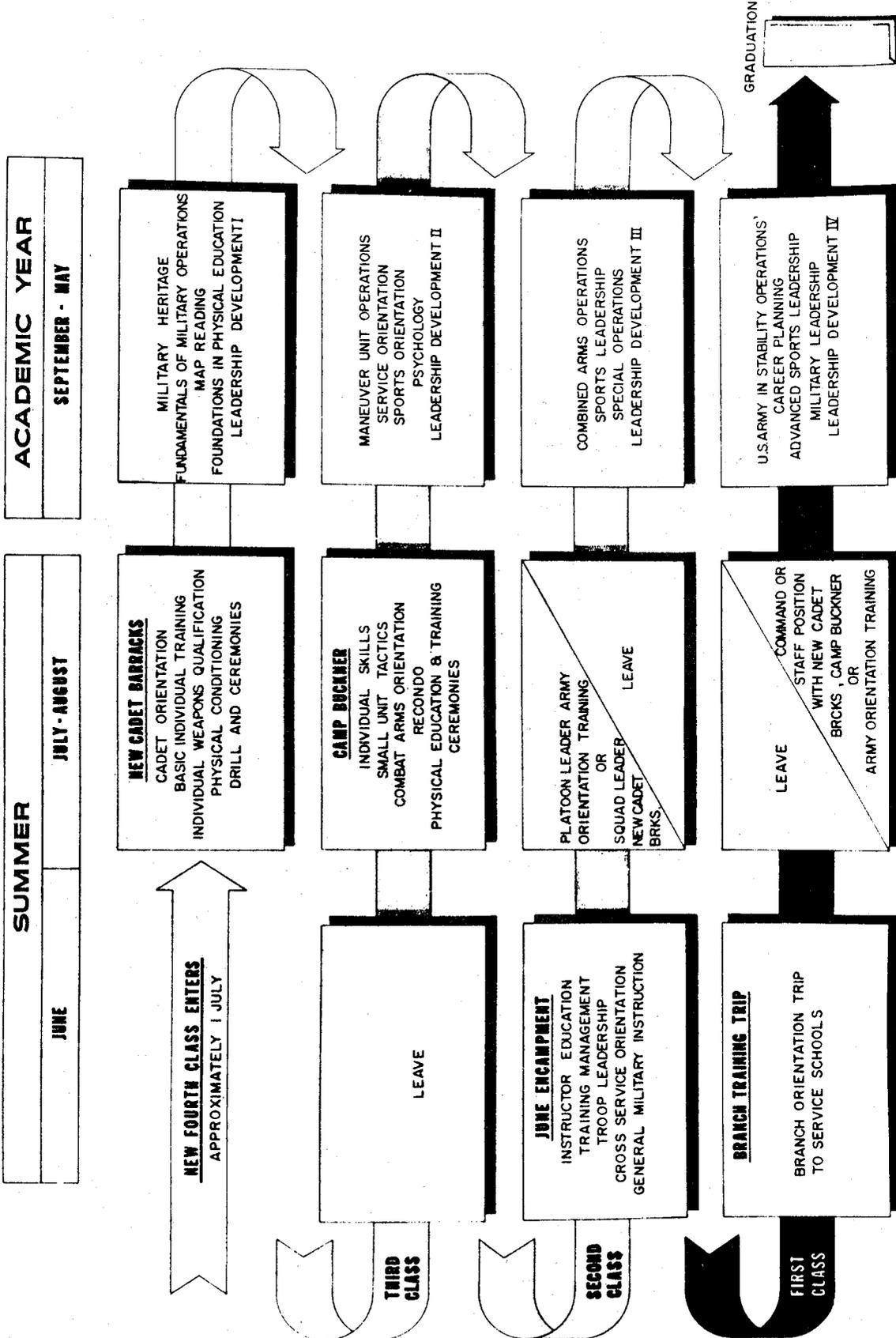
The Academy is now in the midst of the first academic year in which the cadets have been given the opportunity to concentrate their electives in a given area and, if they meet certain course selection and grade requirements, to earn transcript credit for their efforts. The results obtained thus far are gratifying, particularly since there is substantial evidence that such a program not only encourages the cadet to give more thought to his course selections but also increases his desire to excel academically.

As a matter of interest, the members of the Classes of 1971 and 1972 have chosen their Area of Elective Concentrations about as follows: Basic Sciences, approximately 12%; Applied Sciences and Engineering, 31%; National Security and Public Affairs, 34%; Humanities, 10%; no concentration, 13%.

One other point concerning academics is worthy of mention. The first phase of the organizational changes proposed last year has been effected and two new instructional agencies in our departmental structure now exist. These are the Department of Engineering and the Department of History. They have replaced, respectively

the Department of Ordnance, and the Department of Military Art and Engineering. The second and last phase of the reorganization will be completed this summer with the integration of the history group of the Social Sciences faculty into the Department of History.

DEPARTMENT OF TACTICS TRAINING PROGRAM



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 1970 BOARD OF VISITORS PRIOR TO THEIR
MEETINGS, 30 APRIL-2 MAY

Catalogue of the United States Military Academy, 1969-1970

Report of the Board of Visitors, 1969

Annual Report of the Superintendent, USMA, to the Chief of
Staff, United States Army, 1 July 1968-30 June 1969

Proposed Program for the 1970 Visit of the Board of Visitors

Formal Recommendations of the Board of Visitors, 1969, and
Status of Actions Thereon as of April, 1970

Congressional Guide for USMA Admissions, 1970-1971

PROGRAM FOLLOWED BY THE
BOARD OF VISITORS, USMA
ANNUAL VISIT, 1970

Thursday, 30 April 1970

- 1930-2145 Board Members attended Superintendent's
"Welcoming Dinner, HOTEL THAYER. (1)
- 2145-2230 Members conducted brief organizational meeting,
HOTEL THAYER.

Friday, 1 May 1970

- 0800-1000 Members individually visited classes, Academic
and Tactical Department facilities, construc-
tion sites, and various other Military Academy
activities and places of interest to them.
- 1015-1140 Members assembled in the FACULTY LOUNGE for
presentations by the Superintendent and the
Dean. (2)
- 1145-1210 Members assembled in front of WASHINGTON HALL
for the taking of their pictures with cadets
whom they had appointed to the Academy, or
concerning whom they had expressed interest.
- 1215-1300 Members lunched individually with selected
cadets, WASHINGTON HALL.
- 1315-1345 Members assembled in the ES&GS CONFERENCE ROOM
for a briefing by the Director, Office of
Expansion Planning and Control. (3)
- 1345-1530 Members assembled in the CONFERENCE ROOM,
DEPARTMENT OF TACTICS, for presentations by
the Commandant, members of his staff, the
First Captain and Brigade Commander, Corps of
Cadets, and the Chairman of the Cadet Honor
Committee. (4)
- 1545-1620 Members of the Board attended a Cadet Review
in its honor.

Friday, 1 May 1970 (Continued)

1630-1715 Members reassembled for a briefing by the Director of Admissions and Registrar, COMMANDANT'S CONFERENCE ROOM.

1745-1820 Board Members and their escort officers attended an informal reception at QUARTERS 100 and met with members of the garrison and their ladies.

1830-1915 Board Members dined individually with cadet escorts of the First Class, WASHINGTON HALL.

1915-2030 Board Members visited individually in CADET BARRACKS as guests of their cadet dinner hosts and conversed with members of the Corps.

2030-2200 Board Members assembled to QUARTERS 100 for informal discussions with the Superintendent, the Dean, and the Commandant.

Saturday, 2 May 1970

0830-0940 Members of the Board met with the Executive Secretary in executive session at the HOTEL THAYER and discussed their observations, recommendations, and the substance of the Board's report to the President. (5)

0950-1020 The Board was joined by the Superintendent for a final conference before adjournment of the Board and the departure of its members from the Academy.

NOTES:

- (1) Present: Senator Hollings, General Sverdrup, Mr. Etherington, Mr. Vincenti.
- (2) The following joined the Board prior to the opening of the Superintendent's Conference: Representative Davis, Representative Nichols, Representative McKneally, Representative Natcher.
- (3) Members present, all of (1) and (2) above, save Senator Hollings who had found it necessary to depart the post.

- (4) Representative McKneally departed the Board during this period to return to Washington.
- (5) Members Present: Mr. Vincenti, Representative Davis, Representative Natcher, Representative Nichols, and General Sverdrup. (It had been necessary for Mr. Etherington to depart the post early on Saturday morning.)