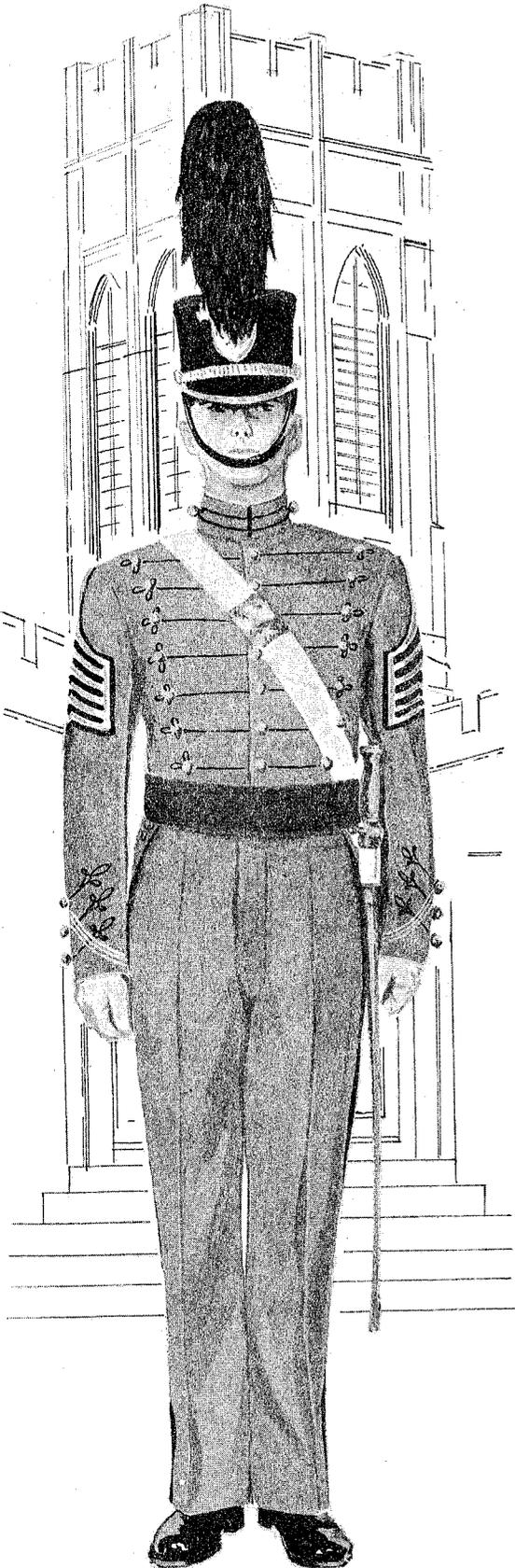


# UNITED STATES MILITARY ACADEMY

WEST POINT · NEW YORK

## REPORT of the BOARD OF VISITORS

*1 May 1971*



**DUTY-HONOR-COUNTRY**



UNITED STATES MILITARY ACADEMY  
West Point, New York

1 May 1971

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 1971 were the following:

SENATORS

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

Hiram L. Fong, Hawaii

Joseph M. Montoya, New Mexico

James B. Pearson, Kansas

REPRESENTATIVES

Harold Runnels, New Mexico,  
representing F. Edward Hebert,  
Chairman of the Committee on  
Armed Services

Glenn R. Davis, Wisconsin

W.R. Hull, Jr., Missouri

Alexander Pirnie, New York

Olin E. Teague, Texas

PRESIDENTIAL APPOINTEES

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

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

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

Mr. Louis R. Vincenti, President, Wesco Financial Corporation, Pasadena, California. (Appointed in 1970 to serve through 1972)

Dr. D. Whitney Halladay, President, East Texas State University.  
(Appointed in 1971 to serve through 1973)

General A.C. Wedemeyer, USA (Ret), Friends Advice, Boyds, Maryland.  
(Appointed in 1971 to serve through 1973)

### 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 vote of the 1970 Board, the Board of Visitors, 1971, convened for its annual meeting at the Military Academy during the period Thursday, 29 April, through Saturday, 1 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 on the afternoon of Wednesday, April 28 and spent that afternoon and evening and the next day in consulting with key officers and inspecting the various construction sites on the post.

The first scheduled activity of the Board, a dinner in the Board's honor tendered by the Superintendent, took place at 1930 hours, 29 April. The following members were present: Senator Howard W. Cannon, Senator Hiram L. Fong, Representative Glenn R. Davis, Representative W.R. Hull, Jr., Representative Alexander Pirnie, Representative Olin E. Teague, Dr. D. Whitney Halladay, and General A.C. Wedemeyer (Ret).

At the organizational meeting which followed, Members of the Board present regretted that a sudden illness prevented the expected presence of General Sverdrup; they noted that because of other important commitments Senator James B. Pearson, Senator Joseph M. Montoya, Mr. Edwin D. Etherington, Mr. Jerry Finkelstein, and Mr. Louis R. Vincenti would be unable to participate in the Board's visit to West Point.

Members present unanimously elected Honorable Olin E. Teague Chairman of the Board for its 1971 operations.

Responsibilities elsewhere required that Senator Cannon and Representative Hull leave the Military Academy shortly after the Cadet Review on April 30.

## 6. RECOMMENDATIONS OF THE 1970 BOARD.

Some days prior to the Board's assembly at West Point the Superintendent provided each Member with a list of the formal recommendations of the 1970 Board together with a succinct report on the actions taken and pending thereon. (Annex 1) Information given in this annex enabled the Board to come to grips with outstanding matters of concern with a minimum of preamble.

## 7. PROCEDURES.

In general, activities of the Board during its visit very closely followed the Proposed Program suggested by the Military Academy. Individual Members took advantage of "free time" on Friday morning to visit classes, construction sites, Camp Buckner, and other activities and places of interest to them.

On the morning of April 30 the Superintendent began a series of formal presentations to the Board, followed by briefings and conferences by his principal assistants, the Dean, the Commandant and his staff, a number of selected cadets of the chain of command, and the Director of Admissions. Each briefing was followed by a discussion and question period in which Board Members inquired into matters of particular interest to them. These conferences and briefings consumed the rest of the day.

In his address to the Board the Superintendent limited himself to a brief discussion of those aspects of the Military Academy's operations he regarded of salient interest to the Board, or which presented particular problems. These were developed in the briefings subsequently presented by his principal assistants.

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

## 8. COMMENTS.

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

During their visit to the Academy Members of the Board were afforded opportunities for observing cadets during classroom instruction, at formal ceremony, at sports, and as individuals walking from place to place about the cadet area. All Members of the Board lunched with the cadets in Washington Hall, and a number of them, present on Friday evening, dined with them also. After dinner Members visited with cadets in their barracks informally. Members of the Board found the appearance and demeanor of the cadets commendable.

The Commandant of Cadets addressed the Board briefly emphasizing the shared responsibilities of the offices of the Department of Tactics

and the Academic Departments in the overall beneficial shaping of the cadet, his education, training and moral development. He emphasized that no single element of the Academy's staff and faculty is charged with pre-eminent responsibility in this regard, but that every officer of the Academy, regardless of his particular assignment, is expected to make his contribution by instruction, precept, and example towards the inculcation of the principles of responsible and knowledgeable leadership. He stressed the importance of the cadet chain of command in providing opportunities for the cadet, as he progresses through his four years at the Academy, to assume increasing responsibilities for the governance and good order of the Corps of Cadets. He characterized it as an effective training measure by which members of the Corps learn by experience the elements of unit administration and practical leadership. He emphasized the great contribution made by the Cadet Honor Committee, organized and operated by the members of the Corps themselves, towards the development and maintenance of high standards of morality and integrity.

Following the Commandant's presentation, the Cadet First Captain and Brigade Commander, Thomas A. Pyrz, spoke briefly to the Board, describing his functions and responsibilities. He introduced members of his Brigade Staff and touched upon their duties. He highlighted the Commander's Punishment System under the provisions of which cadet company commanders are afforded increased responsibility to deal with minor infractions in their companies and award appropriate punishment therefor. Cadet First Captain Pyrz closed his remarks by stating that, based on his four years' experience as a cadet, culminating in appointment as Brigade Commander, he felt the desirability of more actively involving members of the Corps in responsibility for running the Corps of Cadets, pointing out that the chain of command is effective, but that it gives opportunities for command and staff experience principally to members of the First Class, and that more scope for the exercise of real responsibility in the management of the Corps should be accorded to members of the Second and Third Class.

The Director, Office of Military Instruction, a principal assistant of the Commandant, informed the Board of a major change in the summer training for the Second Class to be initiated this year. Instead of the traditional "June Encampment" at West Point, members of the Second Class may volunteer for airborne training and earn their parachute wings. Members of the Class of 1972 have greeted this opportunity as a welcome and stimulating challenge. The Board was pleased to learn that 93% of the Second Class--over 900 cadets--have volunteered for this training.

A member of the Office of Psychology and Leadership discussed various matters coming under purview of that office: leadership development programs, especially the Aptitude for the Service System and Army Orientation Training. He also described the organization and purposes of Cadet Human Relations Council, the Drug Education Program and Drug Council and their roles in advising the Commandant on such matters as race relations and drugs.

The Chairman of the Cadet Honor Committee, Cadet Pat Finnegan, discussed the Cadet Honor Code and System with the Board, its history, evolutionary development, purposes, organization, and method of functioning. The Board found, neither in the prepared remarks of the Honor Committee Chairman, nor in his responses to questions from Board Members, any grounds for suspecting the validity of the Cadet Honor System or reason to doubt that it enjoys the respect and loyalty of the Corps of Cadets. The Board is unanimous in its conviction that the Honor Code is of proven value; that thorough inculcation of its principles in every cadet is of extraordinary importance; and that the Honor Code and the Cadet Honor Committee, which administers it, deserve the vigorous support of every cadet and every officer alike.

b. Motivation for the Service.

As have prior Boards of Visitors, this Board inquired energetically into the matter of cadet motivation for the service and the extent to which graduates continue in the Regular Army after their prescribed obligation of five years of service is discharged. The Superintendent furnished data indicating that, of those young men who accept appointment to the Corps of Cadets, about 30%, for one reason or another--including insufficient personal motivation--are separated from the Academy before graduation, and that this percentage has remained constant for the last 30 or 40 years. He pointed out that while he does not have figures available as to what proportion of graduates resign from the Service after completion of their obligatory commissioned service, experience indicates that of those receiving West Point commissions about 70 to 75% continue with the Regular Army careers to completion of twenty years of service, at which time they are afforded their first opportunity for retirement. The Superintendent informed the Board that this percentage has remained substantially constant over the past two decades.

After hearing and discussing the information presented to it, the Board is of the opinion that the assessment of a cadet candidate's motivation for cadet service and subsequent Regular Army service presents very serious problems. It recognizes the Academy's continuing concern in this matter, a concern shared by those having appointing authority, members of Congress, and others.

The Board recognizes the stresses induced, both in the Corps of Cadets and in the officer corps, by the public disquietude and lack of a common conviction with respect to the Vietnam conflict as well as other factors operating to raise questions in the minds of the citizenry as to the role of the military professional in the present times. The Board is aware of the emphasis that the Academy's command and staff place upon amelioration of the motivational problem, not only in determining the acceptability of its applicants for admission, but in inculcating in the members of the Corps durable enthusiasm for Regular Army service. This Board has no easy solution to offer for this problem. It commends it to the Superintendent and the Department of the Army as one to which continuing imaginative and aggressive attention must be given.

c. Curriculum and Allied Matters.

In advance of their assembling at the Military Academy, Members of the Board, through reference to various official publications furnished them, were able to acquaint themselves generally with the Academy's curriculum and the organization of the faculty and teaching staff which administer it. On 30 April the Dean addressed the Board, outlining the extensive changes effected in the curriculum since the 1950's, and giving the rationale and justification therefor. He reviewed in some detail the current curriculum, differentiating between that portion which is obligatory for all cadets (Core Curriculum) and that portion which is elective in nature and is responsive to the intellectual interests and special aptitudes of individual cadets. He emphasized that, whereas for many years in its history the Academy's courses of study were to a pre-eminent degree engineering and technical in nature, the national experience since World War II had made it clear that, in addition to engineering and technical proficiency, officers commissioned through West Point, to a significant degree, must be versed in such matters as political science, economic theory and practice, foreign languages, international law, history, and the humanities, if they are to be fully effective in the discharge of their duties. The Dean emphasized that although the present curriculum appears to exhibit an effective balance among courses in the basic and applied sciences, national security, public affairs matters, and the humanities, it is by no means looked upon as fixed in composition or character, and is subject to continuing scrutiny by himself and the Academic Board as a whole, to the end that it evolve as required to meet the changing requirements of the Army and the national defense.

The Board does not wish to comment in detail upon the Academy's curriculum, but wishes to record its belief that it is well constructed in light of the Academy's mission of producing officers of the Regular Army. The Board is reassured also that the curriculum and the Academy's faculty is under constant discriminating review by the Dean and the Superintendent. The Board is confident that the curriculum will neither be subjected to capricious change nor fail of sound amendment, as and when appropriate cause therefor becomes apparent to the Academic Board.

The Board makes certain specific recommendations thereon in Section 10, hereunder.

d. The Academy's Expansion Program.

(1) USMA Planning Advisory Board.

With regard to the matter of the Academy's on-going program of physical expansion the Board took approving note of the mission and function of the USMA Planning Advisory Board, created by the Department of the Army in December, 1970. The Advisory Board is charged with examining and holding under continuing review the Military Academy's construction program from its inception in 1964 until it has been completed, and with providing

advice to Headquarters, Department of the Army thereon. It consists of eleven members, and comprises persons expert in architecture, design, construction, labor, and government budgetary procedures. The Board has twice met and has already conducted a detailed review of the FY 1971 and FY 1973 programs. Although it is still in the formative stage, the Board has evidenced a most helpful attitude in its desire to assist the Military Academy in filling its valid construction requirements and establishing effective rapport between the federal agencies responsible for the Academy construction program and the Congress.

(2) The USMA Physical Plant.

The Board was given satisfactorily detailed information as to the progress that has been made in realization of the 1962 Master Plan for Expansion. It was informed by the Superintendent that approximately 80% of the items in the Plan have been completed or currently are under construction. The Board was pleased to note that the deficiency authorization for the new Academic Building, which the 1970 Board recommended, has been made, that work on the construction of this facility is progressing well, and that portions of it can be occupied starting in the autumn of 1971. The Board was especially pleased to note that construction on the Cadet Activities Center, a most urgently needed facility, has begun, and that its completion is expected in 1974. The Board was also informed that (1) the secondary sewage treatment facility and (2) the project involving both the Washington Road-Ruger Road vehicle interchange and the remaining portion of Thayer Road relocation, have been authorized and funded by the Congress in the FY 1971 MCA program and are now being advertised for bids.

As gratifying as this intelligence is to the Board, its satisfaction is seriously tempered by the lack of progress that has been made in the provision of modern and adequate hospital facilities. The Board regards lack of such facility a serious operational inadequacy in the Academy's plant, and it therefore inquired thoroughly into the history of this project and its current status.

(a) USMA Hospital.

Studies conducted by the Military Academy early in the 1950's led to the conclusion that as a result of inadequacies existing even then, when the Corps was only 2000 strong, there was a need for improved hospital facilities. A request for a new 150-bed hospital was included in the FY 1958 MCA program. In view of the fact that the existing building, although constructed in the period 1923-1934, and improved in 1943, was a basically sound structure, the Department of Army decided to upgrade the existing hospital rather than construct a new one.

In 1962, however, authorized expansion of the Corps to 4417, and approval of the Master Plan for Expansion led to a re-analysis of the situation and an assessment of considerations which had not

obtained earlier. Some of these considerations were: inadequate outpatient treatment facilities for the increasing population; impracticability of economically expanding the existing structure appreciably; high replacement cost for archaic mechanical support systems and equipment, ranging from steam lines to the electrical systems for both diagnostic and treatment activities; the location of the present hospital in a congested, noisy area which would become increasingly inaccessible to its patients; the need for additional space for essential cadet activities of the enlarged Corps in close proximity to the main cadet area. These considerations the Board noted, are made more pressing by the nature of accepted modern medical practice which trends towards increased outpatient, as opposed to inpatient treatment, an evolution calling for more offices, examination and diagnostic rooms, expanded and more sophisticated laboratories and radiological facilities, larger and better equipped operating rooms to support modern medical technology, and better and more ample intensive-care and constant-care units, supported by multiple electric, vacuum, compressed air, and nitrous oxide lines.

These considerations appeared so compelling to the responsible planners that a new hospital at the Military Academy was accordingly scheduled for inclusion in the FY 1965 program, simultaneously with the Washington Hall-Barracks complex. Because the Surgeon General's design capacity was otherwise fully committed, it was reprogrammed to FY 1966, and funded as part of the FY 1966 MCA; but before design work could be completed, all MCA construction funds were deferred by the Department of Defense because of the overriding commitment to the Vietnam operations. In 1967, MCA funds were released, but by that time costs had risen to the extent that the hospital facility, as planned, could no longer be built for the amount funded. A request for deficiency funding was submitted, as part of the FY 1969 MCA program, and after about a year it was approved, but by then estimated costs had escalated even further, and the low bid received exceeded authorized funding. At this point the Academy was faced with three options: to request a second deficiency funding; to reduce the scope of the facility to a point where a construction award could be made; to re-program and redesign, taking into consideration new criteria which would result in a more modern facility. After careful study the Academy decided the best course lay in reducing the scope of the contract so that one could be awarded before further escalation should occur; when this was discounted as impracticable, the Academy proposed another deficiency authorization in order to minimize delay. At this juncture the Surgeon General determined that it would be preferable to re-program and redesign. It is this course of action which is now being taken. The Board understands that the new USMA hospital is now in the FY 1974 program.

The lengthy and tortuous history of the Military Academy's campaign to have a modern and adequate hospital facility constructed has been long familiar to several Members of this Board. To those Members new to the problem the delays thus far experienced in the provision of this essential facility, while perhaps subject to rationalization, must be deeply regretted. The Board regards expeditious affirmative action to provide a

modern and adequate hospital at West Point a very urgent matter, and it makes a formal recommendation in this regard in Section 10, hereunder.

(b) Improved Gymnasium Facilities.

While not attaching equal urgency to the provision of increased and improved gymnasium facilities at the Military Academy, the Board, having acquainted itself with the Academy's current interior physical training establishment and the demands placed upon it, views the project as second only in importance to the hospital.

The Board notes that the approved Master Plan for Expansion provided for two gymnasium projects, a north addition to the existing gym to house the new swimming pool (now completed and in use), and a rehabilitation and rearrangement of the existing gym to provide additional needed facilities. Although to the Academy's planners it was then apparent that completion of both of these projects would not fully satisfy all the gymnasium requirements generated by the authorized expansion to 4417 cadets, they were all that could be realistically requested on a priority basis and still keep costs within the \$110 million planning ceiling.

The Cadet Corps' strength reached a total of over 4200 in July 1970, and will be at full authorized strength of 4417 in July, 1972. The wide variety of athletic activities found necessary to assure the development and maintenance of sound physical fitness is severely overtaxed. In addition to sixteen varsity teams, the Military Academy supports, as a part of its fundamental physical training program, a major program of required intramural athletics: each of the thirty six companies of the Corps fields a team in some nineteen different sports throughout the academic year. All of these requirements for space and facilities are in addition to, and compete with, those of the prescribed program of exercises, tests, and skill development administered under the direction of the Director of Physical Education. The support requirements for such an extensive program for the enlarged Corps are immense and, in spite of careful scheduling, resourceful improvisation, and maximum use of outdoor facilities, falls far short of being adequately met. Merely to list some of the existing inadequacies points up this problem: insufficient areas for boxing, wrestling, and individual physical instruction, with no provision for proper ventilation of even these limited areas; no available space for intramural team practice, or warmup; no space for off-season cadet conditioning except the running track, the weight room, and the balcony of the handball courts; handball courts so few in number as to limit instruction to less than 40% of the cadets in this popular and effective carry-over sport.

The Academy has devised an in-house plan which calls for the rehabilitation of the archaic ventilation system in the old gym; relocation of the Army Athletic Association offices to another building (which will become available upon completion of the new Academic Building); conversion of those areas presently occupied by the Cadet Snack Bar when that

activity can be moved to the Activities Center (currently under construction); and limited new construction to convert to useful purpose the dead space over the old varsity swimming pool. As described to the Board, this plan appears to be ingenious, soundly-conceived, and economically prudent; it will alleviate to a major degree the present serious shortcomings in the Academy's gymnasium complex. The plan appeals to the Board in that it requires no new foundation work and utilizes exterior walls already existing.

While the Board appreciates the implementation of this plan will fall short of providing a perfect solution for the Academy's gymnasium facilities problem, it yet will permit effective continuation of its excellent physical education program, a program which plays so significant a role in the total development of its cadets and graduates. The Board unanimously commends this plan to the favorable consideration of the Army and the Department of Defense and urges them to support it vigorously.

e. Admissions.

The Board was briefed by the Director of Admissions. After succinctly reviewing the history of the admissions process at the Military Academy from its earlier rudimentary days to the current system, with its considerable emphasis upon the national distribution of information thereon, and its extensive use of the computer to assist in managing its various programs, he discussed the following: the several categories of appointment; selection criteria and their employment by the Admissions Committee and the Academic Board in determining the qualifications of men seeking admission; the use of College Board and American College Testing examinations in assessing academic qualification of candidates; the role of the Members of Congress and their staffs in selecting and appointing cadets to the Academy.

In concluding his remarks the Director of Admissions called to the attention of the Members present the latest edition of the Academy's Congressional Guide for Admissions recently distributed, and he promised the continued active assistance of his office to Congressional personnel concerned with appointments to the Military Academy.

Representative Pirnie emphasized to the Board the pre-eminent role that Members of the Congress personally should play in the selecting and naming of candidates. He stressed that this is a function of such importance that the Congressman himself, as appointing authority, should play a decisive role rather than delegating much of it to members of his staff.

f. Facilities.

The Board was informed that the Department of the Army has consistently endeavored to provide manpower and funds adequate to support the increasing operational requirements generated by the enlargement of the Corps of Cadets and the completion of additional physical facilities. It noted, however, that in one area, that of funds for the maintenance and

repair of the older buildings at the Academy, money made available for several years past has been insufficient to keep abreast of the work, and that a backlog of deferred essential maintenance, approaching an estimated 5 million dollars, presently confronts the Superintendent. The Board, while recognizing the many urgent financial demands the Army must meet, views continuing deferment of essential maintenance operations at the Academy as a serious problem, compounding in gravity as time passes. It urges the Department of the Army to give this matter special consideration.

The Board makes a formal recommendation thereon in Section 10, hereunder.

In connection with its consideration of the Academy's overall inventory of physical facilities, the Board was briefed as to the very considerable extent to which West Point is dependent for its current operations upon housing and other facilities located at Stewart Airport. The Board took note of the intent of the State of New York, currently publicized, to convert Stewart Airport to a major metropolitan jetport. It shares the Superintendent's concern that such conversion, if undertaken prior to fulfillment of the Academy's approved plans for construction, would result in depriving it of the use of housing and other facilities necessary for its operational support. The Board is unanimous in holding that the availability of the Academy's essential requirements at Stewart Airport must be assured until these requirements have been met by new construction at West Point.

In Section 10, hereunder, the Board makes formal recommendation towards securing the Academy's vital interests in this matter.

g. Manpower and Staffing, USMA.

The Board noted that even though the Superintendent had stated that the Department of the Army has been generous in providing the manpower needed for the increasing operational requirements of the Academy's expanding physical plant and the enlarged Corps of Cadets, there is the possibility of some high level decisions being reached, based on suspect data, which could have a very adverse effect on the ability of the Military Academy to discharge its functions properly.

Last fall, agencies of the Secretary of Defense, in response to a request from the House Appropriations Committee, made a staff evaluation and report on the manpower requirements of the three service academies. The Superintendent has recently been advised that this report concludes that the Military Academy's 1970 staffing level is not only adequate for the effective discharge of the Academy's current responsibilities, but will be sufficient through the expansion period, and will remain adequate even after the Corps of Cadets and the Academy's physical plant have achieved their authorized expansion. That these conclusions have been endorsed by the Assistant Secretary of Defense (Manpower and Reserve Affairs) is a matter of understandably deep concern to the Superintendent.

In January and February of this year the Department of the Army made its own thorough on-site evaluation of the Academy's manpower situation and validated current manpower requirements which exceed those of the Secretary of Defense's study by almost 300 spaces.

This Board of Visitors is not equipped to make a detailed survey and analysis of the Academy's staffing level, nor to assess in detail the magnitude of its future manpower needs. It finds, however, the considerable disparity between figures arrived at by the Department of Defense and by the Department of the Army in its on-site evaluation, suggestive of a serious divergence of view. It shares the Superintendent's concern that, if the data supplied to the Appropriations Committee by the Department of Defense be formally accepted, the ability of West Point to meet its responsibilities as an academic institution, a military installation, an Army community, and a national historic landmark will be seriously impaired.

The Board is satisfied that the Academy has been, and is, realistic in stating its manpower and staffing needs, and that its projection of expansion-induced additional requirements is defensible and prudent. In support of the Board's conclusion in this regard it notes that the Academy's present forecast of manpower requirements for FY 1973, when the full expansion shall have been realized, is about one hundred spaces less than its original 1962 Master Plan figure. This indicates to the Board that the Academy exercises discrimination and care in its continuing manpower calculations and forecasts.

With the build-up of the strength of the Corps of Cadets still in progress, and with the acceptance into service of a number of major additions to the West Point's physical plant in prospect, it appears manifest to the Board that the Academy must be given opportunity to update its manpower requirements.

h. Pay of Professors, USMA.

In reviewing the Report of the 1970 Board of Visitors, this Board noted that the question of additional pay for the Corps of Professors, United States Military Academy since 1963 had received the urgent and sympathetic support of successive Boards and that they all had seen fit to make formal recommendations thereon to the President.

This Board did not seek, nor did it receive from the Academy staff, formal briefing on this subject. It did, however, in executive session, discuss it. In this discussion Members of the Board reacquainted themselves with the history of the endeavors of previous Boards of Visitors to secure increase in the USMA Professors' pay scale, and the considerations bearing thereon.

This Board does not feel it necessary to burden its Report with a detailed discussion of all the factors involved, as they have been clearly

and repetitively set down in the formal Reports by a succession of earlier Boards of Visitors. This Board finds itself in agreement with the cogency of the arguments presented in previous Board Reports. It is in agreement that a program of modest incremental increases in the pay of Professors, USMA, is not only fully justified, but urgently desirable if the Military Academy is to continue to attract to its Corps of Professors those officers of the Army with the requisite professional experience, superior records of performance, and the intellectual and leadership capacities needed for those occupying, in extended tenure, the critically important position of Professor at the Military Academy.

The Board was informed that proposed legislation to amend that section of the United States Code concerned with the pay of Professors, USMA, has been drafted by the Department of the Army, has received favorable comment by the Department of the Air Force and the Navy Department, and has been forwarded to the Department of Defense for consideration. In this Board's opinion the proposed amending legislation is well-conceived, highly desirable, and worthy of very firm support. The Board urges the Department of Defense to act favorably and expeditiously on this legislation as drafted, and to return it to the Army for prompt submission to the Congress.

The Board makes a formal recommendation on this important matter in Section 10, hereunder.

i. Permanent Associate Professors.

During the course of its discussions regarding the pay of Professors, USMA, the Board inquired into the situation of the Permanent Associate Professors in respect to tenure, pay, and possibilities for promotion. The Board noted that the position of Permanent Associate Professor is one established by Department of Army regulations, rather than by law; that Permanent Associate Professors are nominated by the Superintendent to Department of the Army, and that senatorial confirmation is not required for their appointment; that they, like the Professors, USMA, are chosen from officers of considerable service in the Army on the basis of their outstanding professional records, high academic achievement, and their potential for sustained superior service on the Military Academy's faculty; that they are retired at the end of thirty years of commissioned service. The Board also observed that those officers who accept appointment as Permanent Associate Professors (as do Professors, USMA) voluntarily forego opportunity for promotion above the rank of colonel as well as any chance of further command. Finally, the Board noted that Permanent Associate Professors are eligible for nomination to the position of Professor, USMA, when vacancies occur, but that such nomination is neither automatic nor assured.

The Board, at present, does not wish to recommend any specific measures be taken to increase the pay of Permanent Associate Professors, nor to urge any specific recognition for them not currently provided. However, in view of the key role they play in the operation of the academic

departments and in the education of the Corps of Cadets, the Board believes the situation of the Permanent Associate Professors a matter appropriate for study by the Superintendent.

j. Rank of Service Academy Superintendents.

The Board notes that the student bodies of the Air Force Academy, the Naval Academy, and the Military Academy are, by law, of identical size; that the complexity of their operations are comparable; that their missions are analogous and of equal importance in the maintenance of the nation's security. In light of these facts the Board regards it as an anomaly that while the two former institutions are authorized three-star rank for their superintendents, the Military Academy's superintendent is of two star rank.

Certain Members of the Board expressed the view that the authorization of a three-star billet for the superintendent of any of the Service Academies is, in their opinions, not justified. Others averred that the responsibilities of the Superintendent of any of the three major Service Academies are such as fully to justify three-star rank.

Although the Board thus found no unanimity of view as to whether two or three-star rank is the more appropriate, it is unanimous in believing that uniformity in rank among major Service Academy superintendents is desirable. It commends this matter to the Department of Defense for consideration.

9. CONCLUSIONS.

Through briefings, conferences, and personal observation and through conversations with members of the staff and faculty and individual cadets, the Board informed itself of current operations of the Military Academy. It gathered a variety of data and formed a number of impressions as to the institution's academic curriculum and teaching methods, its physical plant including its construction program, and the morale, discipline, and training of the Corps of Cadets.

Before recording its more pointed conclusions this Board desires to say for the record that it is deeply impressed by the manifest personal dedication, enthusiasm, and sincere patriotism of the officers and cadets with whom it had contact at West Point. The Board is convinced that the Military Academy plays a unique and vital role in providing a continuing flow of well-educated, well-trained, and firmly committed young men into the corps of commissioned officers of the Army, and is a critically important component of our nation's strength. As such it is urgently deserving of the most generous and vigorous support in all areas by the Department of Army, the Department of Defense and the Congress as it strives to develop and maintain the elevated standards of moral, intellectual, and physical excellence which alone will serve to attract the best of the nation's young men towards membership in the Corps of Cadets, and draw to service on its staff and faculty the Army's finest and most effective commissioned officers.

Specifically, the Board concludes the following:

a. That the present academic curriculum is one of commendable breadth, and the balance struck between the required courses (Core Curriculum) and the elective courses offered well-conceived.

b. That the curriculum is under effective critical review by the Academic Board, and that the whole educational effort gives evidence of strong and effective leadership by the Dean of the Academic Board.

c. That the program of military education and training provided the Corps of Cadets under direction of the Commandant is effectively administered and is well calculated to provide a broad military education for the cadets as a basis for sustained professional development and service rather than a narrow tactical proficiency in branch or service skills.

d. That although much progress has been achieved in the realization of the Military Academy's program of physical expansion and improvement, certain target dates in the approved plan have, because of impediments beyond the control of the Academy to overcome, not been met, and that important components of the expansion, the new hospital and the required additional gymnasium facilities, have not received the affirmative support they deserve.

e. That the present Superintendent, Major General William A. Knowlton, is providing firm, enlightened, imaginative, and highly professional leadership to the staff, faculty and garrison; and that the Military Academy as a whole is performing its mission in a highly commendable and effective manner.

#### 10. RECOMMENDATIONS.

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

(1) That the Department of Defense take no steps towards declaring surplus any of the land, buildings, or facilities located at Stewart Air Force Base (Stewart Airport) which are necessary to the effective operation of the Military Academy or necessary for the housing of its assigned personnel without first consulting the Superintendent and securing his views.

(2) That the Department of Defense give emphatic support to the expeditious funding and construction of a modern hospital at the Military Academy, reaffirming the principle that this facility must provide not only superior medical care for the Corps of Cadets, but also those services traditionally provided the staff, faculty, and garrison of the Military Academy.

(3) That the Department of Defense enter in its construction program, and the Congress approve funding of the remaining construction projects in

its approved Academy Expansion Program to the end that the impetus of construction effort be maintained and the required facilities be assured to effectively support the strength of the Corps of Cadets which is scheduled to reach its full strength 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 completion of new facilities. Special consideration should be given to the Backlog of Essential Maintenance and Repair which has increased significantly during the past several years and is currently approaching \$5,000,000.

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

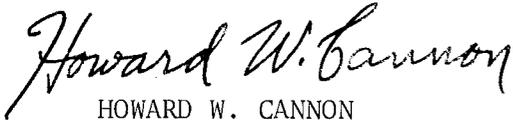
(1) That the Department of the Army support the general philosophy and specific recommendations of the Faculty Review (Heneman) Board, particularly as they apply to insuring a high quality faculty and to increasing the size of the tenure component of the faculty. Specifically, the Board notes with pleasure and commends the Academy for its excellent progress in this area, and recommends that the Superintendent continue to increase the number of tenure associate professors as requirements are identified.

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

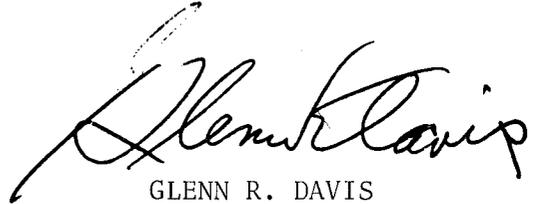
(3) That the Department of Defense favorably consider and actively support legislative action to amend section 203 of Title 37, United States Code, to provide additional pay for permanent professors at the United States Military Academy and the United States Air Force Academy.



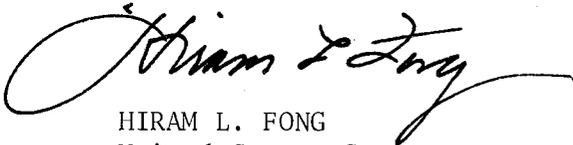
OLIN E. TEAGUE  
United States House of  
Representatives



HOWARD W. CANNON  
United States Senate



GLENN R. DAVIS  
United States House of  
Representatives



HIRAM L. FONG  
United States Senate



DR. D. WHITNEY HALLADAY  
President, East Texas  
State University



W.R. HULL, JR.  
United States House of  
Representatives



ALEXANDER PIRNIE  
United States House of  
Representatives



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



A.C. WEDEMEYER  
General, U.S. Army (Retired)



Formal Recommendations of the Board of Visitors, 1970,  
and  
Status of Actions Thereon as of April 1971

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 program.

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.

Status: A \$2.6 million deficiency for the Academic Building was approved by Congress in December 1970 as part of the FY 1971 MCA program. The current commitment dates for the building show partial beneficial occupancy of section rooms in the south part of the building in June 1971 with total beneficial occupancy later in the year.

(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.

Status: Congress has authorized and appropriated \$3.3 million for the construction of secondary sewage facilities at West Point and Camp Buckner as part of the FY 71 MCA program. Design of the facilities is complete, but the Engineer's current work estimate for the project is \$3.9 million. The project was advertised for bids in late March. If bids exceed the authorization, the USMA Planning Advisory Board intends to recommend to the Secretary of the Army that he seek immediate Congressional authority to award the project in its entirety without reducing its scope, possibly by using funds from the academic facilities modification project dependent on the size of the bid overrun. This will allow construction of the secondary sewage treatment facilities to begin this summer.

(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 support effectively 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.

(a) The Cadet Activities Center.

Status: Bids for the Cadet Activities Center were opened in May 1970 as scheduled. However, the low proposal considerably exceeded the authorized amount of \$16.8 million. Therefore, Department of the Army requested Congressional approval to divert \$10.7 million from other authorized funds as part of the FY 71 authorization. This was approved by Congress, and the contract for the Activities Center was awarded in December 1970. Work began in early January 1971 and is scheduled for completion in March 1974.

(b) The FY 1971 Program.

Status: The USMA Planning Advisory Board has concluded that the projects funded in FY 71, the secondary sewage treatment plant, mentioned in paragraph (2) above, the Washington/Ruger Road interchange and road relocation, academic facilities alteration, and outdoor range expansion, are essential and cannot be decreased in scope to any significant degree without destroying their optimum utility. With the exception of the ranges, cost estimates based on various stages of design outlined in paragraph (2) concerning the sewage treatment plant will also be followed for the Washington/Ruger Road project should the bids come in high. The Planning Advisory Board would then recommend one single deficiency action to restore the entire '71 program. This would not materially delay the academic facilities modification project inasmuch as design work is not complete for this project.

(c) The FY 1973 Program.

Status: Because the Academy submitted six projects for FY 73 the entire FY 72 program was deferred. The Planning Advisory Board recommended authorization and appropriation of funds for the consolidated services facilities, utilities modification, Washington Gate utilities, and the BOQ (with a modified design). Action on the hospital and gymnasium was deferred. The Board recognizes the need for a new hospital at West Point. However, it has requested additional information be presented to it at its May 1971 meeting prior to making a firm recommendation. The lack of any design effort to date by the Surgeon

General prohibits programming the hospital prior to FY 74, in any event. If the Board recommend approval of the hospital, it will then be included in the FY 74 program. West Point is now initiating a feasibility study of gymnasium requirements which makes that project inappropriate for inclusion in the FY 73 program.

(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: Funds and manpower generally have been adequate to meet expansion needs. However, it will be necessary to include in the basic USMA budget an amount of \$1 million per year for the Backlog of Essential Maintenance and Repair (BEMAR) projects to augment in-house efforts towards keeping BEMAR at an acceptable level. (BEMAR currently stands at \$5 million approximately.)

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 the legislative proposal DOD 91-26, a bill which would increase the number of USMA Professorships to twenty-nine.

Status: The last session of the Congress did not act upon the legislative proposal as submitted in DOD 91-26. Although the Department of the Air Force has sponsored a similar new proposal to the Department of Defense, it is informally understood that no further action will be taken to put the proposal before the Congress.

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

Status: During the past eight years, the number of tenure associate professors assigned to the faculty has grown to thirty-one or about five percent of our total academic staff. Over the next few years, we expect to increase gradually this percentage--as requirements are clearly identified--to about ten percent. During the past academic year, we have added six additional permanent associate professors, and two more have been nominated to the Department of the Army.

(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.

Status: The curriculum is continually under study by the Academic Board and its several standing and ad hoc committees. During the past year, several actions are noteworthy in this regard.

A number of studies of various areas of the curriculum were undertaken. One committee was appointed to review the role of foreign language study at the Military Academy. The committee, aware of the increasing degree to which commissioned officers of the Army are called upon to operate in foreign environments, concluded that effective foreign language instruction is of fundamental importance to the cadet's education. The committee concluded also that the spectrum of language courses offered is responsive to present and foreseeable Army requirements. It found the Foreign Language Department's program of student validation in language skills well-conceived and effectively administered.

Two other committee studies are presently underway: one is directed at an analysis of the load carried by cadets--in all aspects of their education and training at the Academy--and will offer its conclusions in the Spring. Another committee is reviewing the sequencing of academic courses in the four year program, with the aim of seeking any changes which may be desirable. This report is also expected in the Spring.

As a result of a study of the management science/operations research area completed last year, a new elective field in Management was created. It comprises courses encompassing both the engineering and socio-economic approaches to this area, and is interdisciplinary in nature.

Twelve new elective courses were developed and approved for implementation during the next academic year. These courses will bring the total number of elective courses to 149, and further insure that a substantial breadth of course choices will be available for cadet selection in their chosen Area of Elective Concentration.

The Academy is in the second academic year in which cadets have been permitted to concentrate their elective

course choices in an area of particular interest to them. The results are extremely gratifying, continuing to show excellent results both in the amount of interest shown in the program and in permitting the cadets experience in selection of courses.

The departmental reorganization begun two years ago was completed at the beginning of this academic year with the transfer of the history group of the Social Sciences faculty into the Department of History.

(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.

Status: Based upon informal information from the Department of the Army, the Department of the Army has processed a request to the Secretary of the Army for legislation which would implement the recommendation of the Board of Visitors.

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

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

Status: USMA's efforts to improve admissions operations have incurred minor reversals since last May. Anticipated improvements and additions to the computer-assisted records, selection, status, and notification system were not achieved in time to be of maximum benefit to the Class of 1975. Additionally, the professional force within the Office of Admissions was reduced this past year as compared to the previous year. New staffing levels for this coming year and subsequent years have recently been approved by Department of the Army. The result should be an improved capability, and a resumption of the level of effectiveness achieved last year.

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

Status: The Academy's efforts to assist Members of Congress in quality-ranking applicants continues. This year, lists

of candidates, quality-ranked in accordance with West Point's "Whole Man" concept, have been furnished to Members of Congress on a monthly basis. Increasing numbers of staff assistants have commented upon the usefulness and value that this service has provided. The assistance provided to Members of Congress has allowed an increasing number of Congressional offices to simplify their administrative procedures used in screening applications for nominations.

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

Status: The Congressional Guide for USMA Admissions furnished to each Congressional Office last May and June was well received and apparently continues to fill a need in acquainting new staff members with applicant and nomination procedures recommended by the Military Academy. We can already see an improvement in the area of standardization of congressional applicant procedures. Perhaps of more importance than the publication of this Congressional Guide has been the encouragement by USMA of case-worker participation in regularly scheduled educator visits. So far this academic year, 46 congressional staff members have visited West Point with the educator groups from their states. These visits have permitted them to become better versed on many aspects of West Point and have allowed the Admissions Officers and the congressional staff members to discuss ways in which applicant procedures and public relations efforts within their states and districts can be improved.

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 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 1971 BOARD OF VISITORS PRIOR TO THEIR  
MEETINGS, 29 April-1 May

Catalogue of the United States Military Academy, 1970-1971

Report of the Board of Visitors, 1970

Annual Report of the Superintendent, USMA, to the Chief of  
Staff, United States Army, 1 July 1969-30 June 1970

Proposed Program for the 1971 Visit of the Board of Visitors

Formal Recommendations of the Board of Visitors, 1970, and  
Status of Actions Thereon as of April, 1971

Congressional Guide for USMA Admissions, 1970-1971

PROGRAM FOLLOWED BY THE  
BOARD OF VISITORS, USMA  
ANNUAL VISIT, 1971

Thursday, 29 April 1971

- 1930-2100 Board Members and their ladies attended the Superintendent's welcoming dinner, HOTEL THAYER. (1)
- 2100-2130 The Board held a brief organizational meeting and elected Representative Teague its Chairman.

Friday, 30 April 1971

- 0800-1000 Members individually visited classes, Academic and Tactical Department facilities, construction sites, and various other Military Academy activities and places of interest to them.
- 1015-1145 Members assembled in the FACULTY LOUNGE for presentations by the Superintendent and the Dean. (2)
- 1150-1215 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.
- 1220-1300 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)
- 1350-1530 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 various cadets of the chain of command.

Friday, 30 April 1971 (Cont'd)

1545-1620 The Board attended a Cadet Review in its honor and acted as the reviewing party. (2)

1625-1710 The Board reassembled in the COMMANDANT'S CONFERENCE ROOM and received presentations by the chairman, Cadet Honor Committee, and the Director of Admissions.

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 in QUARTERS 100 for informal discussions with the Superintendent, the Dean, and the Commandant.

Saturday, 1 May 1971

0830-0920 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. (3)

0920-0935 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 Cannon, Senator Fong, Representative Teague, Representative Pirnie, Representative Hull, Representative Davis, General Wedemeyer, Dr. Halladay.

- (2) Subsequent to the Cadet Review Senator Cannon and Representative Hull departed the Academy for return to Washington.
- (3) Present: Senator Fong, Representative Teague, Representative Pirnie, Representative Davis, General Wedemeyer, Dr. Halladay.