

**UNITED
STATES
MILITARY
ACADEMY**

WEST POINT · NEW YORK

REPORT
of the
BOARD OF VISITORS

28 April 1973

DUTY · HONOR · COUNTRY

UNITED STATES MILITARY ACADEMY
West Point, New York

28 April 1973

SUBJECT: Report of the Board of Visitors to 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 1973 were the following:

SENATORS

Barry Goldwater, Arizona,
representing John C. Stennis,
Chairman of the Committee on
Armed Services

Joseph R. Biden, Jr., Delaware

Gale W. McGee, Wyoming

Ted Stevens, Alaska

REPRESENTATIVES

Benjamin Gilman, New York

Clarence D. Long, Maryland

William E. Minshall, Ohio

John M. Murphy, New York

PRESIDENTIAL APPOINTEES

Dr. D. Whitney Halladay, President, Texas A&I, Corpus Christi, Texas.
(Appointed in 1971 to serve through 1973)

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

Mr. Leonard D. Henry, AVCO Corporation, New York City. (Appointed in 1972
to serve through 1974)

Mr. Laurence F. Lee, Jr., Chairman of the Board, McMillen Corporation, Jacksonville, Florida. (Appointed 1972 to serve through 1974)

Major General George H. Olmsted, USAR (Ret), President and Chairman of the Board, International Bank of Washington. (Appointed 1973 to serve through 1975)

Major General Leif J. Sverdrup, USAR (Ret), Chairman of the Board, Sverdrup and Parcel & Associates, Inc., St. Louis, Missouri. (Appointed 1973 to serve through 1975)

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 1972 Board, the Board of Visitors, 1973, convened for its annual meeting at the Military Academy during the period Thursday, 26 April, through Saturday, 28 April.

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 in Exhibit B.

5. CONVENING OF THE BOARD.

General Sverdrup and General Wedemeyer arrived at West Point on the afternoon of 25 April and spent that afternoon and evening and the following day consulting with Academy officials and visiting various activities and sites.

The first scheduled activity of the Board, the Superintendent's dinner, took place at 1900 hours, 26 April. The following members of the Board were present: Dr. Halladay, General Wedemeyer, Mr. Henry, Mr. Lee, General Olmsted, General Sverdrup, Representative Gilman, and Representative Long.

A brief organizational meeting followed. Members present noted with regret the absence of Senator Goldwater, Senator Biden, Senator McGee, Senator Stevens, Representative Minshall, and Representative Murphy. These gentlemen had been prevented, by prior commitments, from attending the Board's meetings.

By unanimous vote Members present elected General Sverdrup Chairman and Dr. Halladay Vice-Chairman of the 1973 Board of Visitors.

6. RECOMMENDATIONS OF THE BOARD OF VISITORS, 1972.

Some time prior to the meeting of the 1973 Board at West Point, each Member was provided a report detailing the status of the actions completed or in progress to carry out each recommendation of the 1972 Board of Visitors (Annex 1).

7. PROCEDURES.

With some exceptions, the Board, during its visit, followed the Proposed Program suggested by the Military Academy. Inclement weather caused the cancellation of the cadet review on the afternoon of 27 April, however, and the Board moved directly into executive session, convening at 1615 hours, recessing for dinner at 1730, and reconvening at 1910. The Board terminated its executive session at 2040, and adjourned.

All Members departed West Point on the morning of Saturday, 28 April.

A special meeting of the Board was convened in Washington, June 19. See Section 10, hereunder.

8. REMARKS BY THE SUPERINTENDENT.

During his opening presentation to the Board the Superintendent limited his discussion to matters of salient concern to him as the officer responsible for all aspects of the Military Academy and the post of West Point. He informed the Board that in subsequent briefings scheduled by the Dean, the Commandant, and the Director of Admissions matters under their purview would be discussed in detail, and that as a consequence he would touch but briefly upon them.

He began his substantive remarks with a discussion of the "moral" component of the Academy's overall mission with special reference to the role played by the Cadet Honor Code and System and the current situation and developments pertaining thereto. The Superintendent pointed out that there are a number of factors and tendencies in American society in general which make full acceptance by cadets of the absolute nature of honor and integrity a lengthy task for the Cadet Honor Committee; he told the Board, however, that he finds in present cadet leadership of the Committee a very reassuring determination, and a competence, effectively to deal with the matter. He presented data demonstrating that, despite the great increase in the size of the Corps over the past 8 years, the percentage of honor violations is not sensibly on the increase, and that such honor cases as are presently under consideration, in his view, are being ably and courageously handled by the Honor Committee.

The Superintendent discussed at some length the complexities facing the Military Academy in the administration of its procedures in separating from the Corps those cadets who conclusively demonstrate unwillingness or

inability to conform, to an acceptable degree, to the disciplinary standards required. These difficulties, he said, arise at present from the varying interpretations placed upon the "due process" concept. The traditional Academy procedures used in such cases are being sharply challenged by civil lawyers and others, and in several recent instances the courts have--by injunction, or other procedures--required the Academy to retain in the Corps young men who have conclusively demonstrated unfitness for continued service as cadets and as prospective Army officers. The Academy and its legal experts, the Superintendent advised the Board, are working hard on this problem and administrative procedures which are at the same time responsible to federal court requirements as well as the fundamental principles of military discipline and good order in the Corps of Cadets are being worked out.

The Superintendent alluded to a group of officers assigned to West Point whose resignations, during the past year, resulted in a flurry of newspaper comment, much of it interpretive and on the sensational side. He pointed out that most of the resignations were for legitimate private reasons, and that the phenomenon was one fully to be expected in the institutional turbulence, with professional and personal uncertainties following the Army's rapid Vietnam expansion and its subsequent cut-back. He pointed out that West Point's own experience in this regard was of a scale similar to that throughout the Army as a whole, though somewhat delayed.

In regard to admissions, the Superintendent pointed out that the Military Academy is still experiencing, to some degree, the inhibitive effects of the generalized anti-military sentiments animating parts of the population. The Military Academy is going through what might be regarded as a typical post-war period, but that the "low point" in candidate interest occurred in 1968 and that, at present, there is once more a pool of fully qualified young men, very considerably in excess of the spaces available, seeking admission to the Academy.

The Superintendent closed his remarks by quoting from information currently available which looks towards the enlargement, in the next few years, of Stewart Airport to the status of a major jet-port. He reminded the Board that West Point presently utilized 600 sets of quarters at the airfield for housing of its assigned personnel and pointed out that appropriately in advance of the withdrawal of these quarters from the Academy's control, commencement of construction of the second increment (160 houses) of the Stony Lonesome quarters area must be initiated.

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

9. COMMENTS.

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

During their visit to the Academy, Members of the Board had the opportunity of visiting academic classes in session, of observing cadets as individuals, at noon meal, and of conversing with certain of them. It is the Board's view that they are well-motivated, in a satisfactory state of discipline, and of highly acceptable deportment.

The Commandant of Cadets addressed the Board starting at 1330 hours concerning the mission, organization, responsibilities, and functioning of the Department of Tactics and its various subordinate divisions. In doing so he emphasized that the best test of the efficacy of the departments' programs lies in the degree of success achieved by graduated cadets in the discharge of their professional duties as Army officers in the active establishment. He stressed the importance of the role performed by the company and regimental tactical offices in motivating cadets in their charge towards high standards of personal conduct and professional performance, stressing that their principal reliance in so doing lies in setting the proper example, but that they also must, on occasion, look to regulations and the sanction of authorized punishment to achieve the Academy's objectives.

In addition to stressing his responsibility, in the first instance, of maintaining high standards of discipline in the Corps, the Commandant also directs, he pointed out, a substantial program of academic instruction through his Office of Military Psychology and Leadership, his Office of Military Instruction, and his Office of Physical Education. He reminded the Board that the first of these, the Office of Military Psychology and Leadership, is charged with a variety of important functions additional to its instructional one: its officers act as cadet counselors, as staff advisors in race relations, drug abuse, and other sensitive areas, as well as monitoring the substance and administration of the Leadership Evaluation System. In the process involved in the separation of cadets for insufficient aptitude for the service, officers of the Office of MP&L play a major role, advisory to the Commandant and the Academic Board.

General Feir informed the Board that, since taking command, much of his effort has been directed towards a major re-emphasis in the cadet regulatory system. He is stressing self-discipline as the operative ingredient with a de-emphasis on the idea of prescribing in every aspect, and in detail, the expected norms of cadet conduct. The revised cadet regulations which he expects soon to promulgate will stress the spirit rather than the letter of acceptable behavior, and will be drafted with the purpose of training cadets to make, of themselves, the hard choices and difficult judgments which face them as members of the Corps and will confront them even more urgently when, as commissioned officers, they assume much heavier professional responsibilities.

He described in some detail the Four Year Training Program, from the time a young man first joins the Corps, until he graduates and receives his commission. He dwelt especially on the good motivational aspects of the "adventure type" training given in the second class summer training

period. Referring to the program of Army Orientation Training, wherein cadets of the upper two classes are given practical experience as "apprentice lieutenants" in active Army units, the Commandant expressed general satisfaction with the results obtained. He acknowledged, however, that the quality of the AOT experience had varied considerably, that some had been superb but that some had fallen short of the ideal. The Commandant advised the Board that he will shortly convene a meeting of Army and active unit representatives at West Point to review the record of the AOT program in detail. It is the Commandant's belief that all host units can profit from a candid examination of prior AOT operations; that those units less effective in the past can learn from the experience of others more successful; and that as a result the general level of the AOT operation will be raised.

b. Curriculum, Faculty, and Allied Matters.

(1) General.

One of the items furnished each Member prior to the Board's convening at West Point was A Study of the Programs of the United States Military Academy, dated 15 December 1972. This study, together with the other documents furnished, provided them forehandedly with considerable information relative to the Academy's curriculum, its instructional methods, and its faculty. The Dean of the Academic Board in his formal presentation was consequently enabled to move rather rapidly in discussing the historical evolution of the Academy's curriculum and describing for the Board its current constitution.

He pointed out that the 15 December curriculum study, product of nine months of work by a panel of senior educators and distinguished citizens, was but the latest of a continuing series of examinations of the curriculum made since 1957 by the Academic Board and by committees of extra-mural experts, all of which had contributed in some way to shaping the curriculum as it presently exists. (1)

(1) Superintendent's Curriculum Study (1957) introduced elective program, provided program of course validation; Academic Board studies (1963 and 1964) examined and rejected establishment of majors, reduced core curriculum, authorized four electives and four areas of elective concentration; Board of independent consultants (1965) reviewed entire curriculum, again rejected majors; several Academic Board studies (1968) further reduced core curriculum, increased electives to eight; Institutional Self-Evaluation for Middle States Accreditation Association (1969); Academic Board study (1969) decided against cooperative degree programs, established interdisciplinary management field (elective); Academic Board study (1970) reviewed foreign language programs, reaffirmed stand against majors; Academic Board study (1971) examined total cadet academic load and credit hours and established guidance on preparation hours required of cadets; Academic Board study (1971) examined total sequencing of courses in four-year curriculum; Academic Board study (1971) examined organization for behavioral science instruction; Academic Board study (1971) examined means of achieving more flexibility in academic calendar; Curriculum Review Board Study (1972).

Utilizing a number of illustrated slides the Dean expeditiously reviewed data as to the following, pausing from time to time in his presentation to respond to questions from individual Board Members: evolution of the curriculum since 1957; the successive curriculum studies which have been made over the past 15 years, and the salient findings and recommendations thereof; the current curriculum and its prescribed, advanced, and elective components (73 standard "core" courses, 68 advanced courses, 158 elective courses); the distribution of credit-hours between social sciences-humanities and mathematics-science-engineering (44% math-science-engineering; 41% social sciences-humanities, 15% electives), the four "areas of concentration" (basic sciences, applied science and engineering, humanities, national security and public affairs), and the various "fields" of study subsumed thereunder; cadet "validation" of courses during the period 1960-1972; the Academy's faculty (about 500 officers of which 10% are tenured, the remainder assigned on 4 year detail; of the total, 84% hold MA's, 14% Ph.D.'s and 2% B.A.'s or equivalent); the record of West Point graduates receiving Rhodes Scholarships since 1923 (fourth in the nation, exceeded only by Harvard, Yale, Princeton); the recommendations of the recent Curriculum Review Board.

During his discourse the Dean pointed out that, in effecting any change in the curriculum, the Academic Board habitually acts only after close study has indicated its validity and desirability, and only after mature consideration has fully persuaded the Academic Board that such change is calculated, not only to lend educational strength to the curriculum but is clearly in conformity with the Military Academy's overall mission. Over the past fifteen years the curriculum has undergone a substantial, but deliberate, and well-ordered evolution; and, thanks to the continuing close attention of the Academic Board the Academy, up to this point, has not been forced, by some hasty, insufficiently considered, or whimsical change in the curriculum, to reverse an action decided upon.

The Dean discussed the question of academic "majors" at West Point. While acknowledging certain arguments in their favor, he reminded the Board that this question had been carefully considered over a decade by a number of outside authorities, as well as by the Academic Board. The finding, in each case, had been that, while the offering of majors plays a proper role in civilian institutions, the mission of the Military Academy itself as well as the needs of the Army which its graduates serve, argue otherwise.

Concerning this matter the recent Curriculum Review Board went on record as follows:⁽¹⁾

During our study of the pros and cons of offering disciplinary majors at the U.S. Military Academy,

(1) A Study of the Programs of the United States Military Academy, West Point, N.Y., 15 December 1972, p. 36.

we found evidence that the present general curriculum adequately prepares the USMA graduate to fulfill the Army's requirements now and should continue to do so in the foreseeable future. There is also evidence that specialization to the degree of disciplinary majors would work to the Army's disadvantage. We conclude that the existing general curriculum with the existing options for specialization is the proper one in light of the Academy's mission and the Army's requirements.

In discussing the considerable number of elective courses offered by the Academy to its students the Dean pointed out that every cadet is still required to demonstrate mastery of a hard core of fundamental studies in mathematics, the basic and applied sciences, foreign languages, humanities, public affairs and other subjects the Academic Board recognizes as essential to him as a graduate and beginning officer of the Army.

One Member of the Board expressed reservations as to the number of electives offered, mainly on the grounds that so ample a spectrum of electives presupposes a faculty of such high disciplinary qualifications that it would appear unlikely that, possessing as it does so modest a percentage of tenure personnel among its 500 assigned teaching faculty, the Academy could effectively instruct them. The Board's anxiety on this score was substantially allayed, however, by testimony offered by another Board Member, a senior professional educator and university president, completing his third successive year on the Board of Visitors, and consequently well informed of the problem involved and the Academy's faculty resources. He stated that he himself had mutually entertained these same reservations, but that close study of the Academy's methods in securing and academically preparing its junior faculty for teaching, and in personally observing their performance in the classroom, he was satisfied that West Point is superbly served by its faculty, that the teaching is of an extremely high order for an undergraduate institution, and indeed sets a standard that few other institutions meet, and fewer exceed.

From the information laid before it, and its own reading and investigations, the Board is satisfied that the present curriculum of the Military Academy is a sound one; is in conformity with the Academy's mission; and that its management, under the Academic Board and the Dean, is in effective hands.

In respect to the curriculum, this Board takes favorable note of the comprehensive examination of the Academy's programs recently completed by the Curriculum Review Board consisting of Mr. Frederick R. Kappel, General Charles H. Bonesteel, III, Dr. Frank A. Rose, and Dr. Roy Lamson, and commends the recommendations made by this group to the earnest attention of the Superintendent.

It makes a formal recommendation in this regard in Section 12, hereunder.

(2) The Law Department's Faculty.

During their stay at the Military Academy two Members of the Board made visits of inquiry to the Department of Law. As a result of their discussions there, they are convinced that the formal recommendation made by the 1972 Board of Visitors in respect to the use of appropriated funds for training in the legal profession remains completely valid.(1)

c. The Military Academy's Physical Plant.

(1) New USMA Hospital.

Of all the major construction projects included in the Military Academy's 1963 approved Master Plan for Expansion, the new hospital stands as the most grievously delayed and the most urgently required. Successive Boards of Visitors since 1964 have specifically noted its essentiality and urgently recommended it for priority construction. Although authorized and funded by the Congress for construction in FY 66, the hospital was numbered among those numerous military construction projects deferred during the Vietnam emergency. Because the original Congressional authorization has expired, and because construction costs have escalated drastically over the intervening six years, a new Congressional authorization is now required.

It is neither practicable nor necessary for this Board to rehearse in detail the history of the West Point hospital project since 1966. Suffice it to say, it has suffered a number of conceptual, design, siting, and funding vicissitudes which have up to the present delayed its provision. Aware, however, that renewed Congressional hearings regarding the hospital projects are imminent, the Board finds it desirable to recapitulate a number of considerations pertinent to it.

(a) The present hospital was constructed in piecemeal fashion since 1923. It is operationally outmoded and seriously inadequate.

(b) It is located in a highly congested area of the main cadet area, with minimal road access and totally inadequate parking space.

(1) This reads as follows:

"Concerning the curriculum and faculty, the Board recommends: . . .

(3) That the Congress delete from its annual Defense Appropriations Act that provision which prohibits the use of appropriated funds for training in any legal profession or for the payment of tuition for training in such profession." Report of the Board of Visitors, USMA, 1972.

(c) Because the approved plan for expansion called for a new hospital to be ready, in phase, with the provision of other required facilities for the expanding Corps of Cadets, essential maintenance (particularly of utilities) has been deferred, and modernization of clinical and other elements minimized; indeed, since 1965, the hospital has received little more than "breakdown" maintenance.

(d) Serious space deficiencies in the present structure exist: the number of rooms in the medical-surgical clinic are insufficient to provide even one examining room per doctor; there is only one emergency treatment room, where more are demonstrably needed; the intensive care and post-operative recovery rooms are improvised, and the latter can only be entered by negotiating a steep ramp; space devoted to in-patient pediatric care is so limited that child and adult patients must be intermingled; space for optometric service is so restricted that examinations are sometimes performed in the corridor; the pharmacy is housed in a space one-quarter of the area needed; cadet sick-call space is such that the waiting line frequently extends down the main corridor to the hospital's front door; the space for storage of medical supplies is inadequate, and security is jeopardized.

(e) Critical operational systems and medical equipment are in need of rehabilitation or replacement: the high pressure steam lines; the electrical conduits and branch lines; the hot and cold water system; the three elevators; the air conditioning system; the central dictation, nurse call, and the paging systems.

(f) The Academy's master plan for expansion, from the beginning, has looked to the present hospital structure to provide, when vacated, appropriate space for a number of essential support activities which, for want of suitable accommodations, have thus far operated under considerable disadvantage: the Office of Admissions and Registrar, presently spread out through four upper floors of the headquarters is in extemporized offices; Cadet Store activities, currently dispersed through temporary locations around the post in space temporarily preempted from other essential uses; the present dental clinic, dispersed throughout three areas of the present structure and in a separate building, long programmed for other requirements.

Opposition to the construction of the planned modern hospital is based on a number of grounds ranging from the general desire for effecting economy in the expenditure of public funds to the more specific objection that the present hospital is adequate to the Academy's needs and indeed is not utilized to full capacity for the care and treatment of authorized patients. Inherent in this latter contention is the idea, held in some quarters, that the hospital's facilities are utilized to an unacceptable extent by persons other than its users, members of the Corps of Cadets. The Board was especially interested in looking into this idea and consulted official USMA hospital usage records for calendar year 1972-1973 to determine, to its own satisfaction, its validity.

A review of the complete statistics for the 12 months of 1972 and the first four months of 1973 reveals that, during every one of those months, the combined number of cadets, active duty military personnel (whose mission at the Military Academy is to support the Corps of Cadets, educate and train it) and their dependents, far exceeded the total number of retired personnel given medical service. Taken as a proportion of the total patient load for each month, these two categories ranged in percentage from a high of 86% to a low of 71%.

An abstract of the statistics for the period in question, organized to show the highest and lowest figures for the several categories of authorized hospital users, follows: (See chart, p. 12)

It is apparent from the chart that

a. As regards outpatients:

(1) The highest monthly figure for cadet outpatients exceeds the highest monthly figure for outpatient dependents of active duty military personnel (the next higher category) by over 700.

(2) Only during the month of June 1972, when the bulk of the Corps of Cadets was absent from West Point, was the number of cadet outpatients exceeded by outpatients of any other category.

b. As regards inpatients:

(1) The highest monthly figure for cadet inpatients exceeded the highest monthly figure for inpatient dependents of active duty military personnel (the next higher category) by over 160.

(2) Only during the month of June 1972, when the bulk of the Corps of Cadets was absent from West Point, was the number of inpatient cadets exceeded by the inpatients of any other category.

The Board wishes to emphasize, in this connection, that the outpatient and inpatient treatment of active duty personnel and their dependents, and of retired military personnel and their authorized dependents, is in accordance with law and regulations; and until, and if, such be revised, these people are entitled to be served at the West Point hospital.

In conclusion, this Board affirms that it is well aware of the magnitude of the costs involved in providing a new and modern hospital for West Point. It is encouraged to note that, after lengthy delay, the responsible senior agencies of the Department of the Army have reached full accord as to its design and engineering features. It is this Board's considered view that a new hospital cannot be regarded as a mere amenity for West Point,

OUTPATIENTS

Cadets		Active Duty Military			Dependents of Active Duty Mil			Retired Military & Authorized Dependents			
Mo.	No.	% of total load	Mo.	No.	% of total load	Mo.	No.	% of total load	Mo.	No.	% of total load
Feb 72 (11,547)	<u>High</u> 4587	39.7	Jul 72 (10,064)	<u>High</u> 2178	21.6	Mar 73 (10,546)	<u>High</u> 3856	36.6	Mar 73 (10,564)	<u>High</u> 2478	23.5
Jun 72 (8,334)	<u>Low</u> 1064	12.8	Apr 73 (11,032)	1140	10.3	Jul 72 (10,064)	<u>Low</u> 2600	25.8	Dec 72 (8,507)	<u>Low</u> 1632	19.2

INPATIENTS

Cadets		Active Duty Military			Dependents of Active Duty Mil			Retired Military & Authorized Dependents			
Mo.	No.	% of total load	Mo.	No.	% of total load	Mo.	No.	% of total load	Mo.	No.	% of total load
Apr 72 (449)	<u>High</u> 251	55.9	Aug 72 (343)	<u>High</u> 76	22.2	Feb 72 (390)	<u>High</u> 89	22.8	Nov 72 (328)	<u>High</u> 82	25.0
Jun 72 (202)	<u>Low</u> 23	11.4	Apr 73 (389)	<u>Low</u> 32	8.3	Feb 73 (320)	<u>Low</u> 42	13.1	Feb 72 (390)	<u>Low</u> 46	11.8

REMARKS:

- (1) Source: Outpatient Reports, USAH, USMA; Beds & Patients Reports, USAH, USMA.
- (2) Figures in parentheses: total military patient loads, outpatient and inpatient.

not as something which would be "nice to have." The Board regards it rather as a validated requirement which must be satisfied--and promptly.

The Board makes a formal recommendation thereon in Section 12, hereunder.

(2) Proposed Southwest Addition to USMA Gymnasium.

The gymnasium is one of the oldest buildings still in existence at West Point. The major portion of the gymnasium was constructed in 1910 and additions were made in 1935, 1947, and 1970. In the total physical expansion of the Academy, less than 4% of the total expansion funds have gone into PE and athletic facilities. A new swimming pool, a few additional playing fields, and the modification of the North Gymnasium represent the totality of improvements made available.

The present facilities were designed to accommodate a Corps of 2,700 cadets. Now that the Corps totals approximately 4,000 cadets and will increase to 4,400, more facilities are needed. The proposed gymnasium addition is required to provide space to support the Physical Education program for the expanded Corps of Cadets. The need is now partially met by overcrowding, consecutive scheduling of unrelated activities in the same area, extensive use of hallways, and by limiting the number of cadets in the program.

Due to insufficient facilities, numerous cadets do without benefit of significant parts of physical training. The present overcrowded conditions result in some 500 cadets being without adequate indoor physical activity five months each year. Existing areas for boxing, wrestling, and handball consist of an inadequate 15789 square feet. (By comparison, USAFA, with almost the same program, has 100% greater area for handball. Locker space at USAFA is approximately twice that of USMA.) No areas exist for judo, karate, and fencing at USMA, and less than 40% of the cadets can receive handball instruction because of the limited number of courts.

Since 1964, the expansion in man-hours of physical education in the cadet curriculum has increased by 76% in instruction and 100% in intramural athletics. The proposed addition provides for a modest 25% increase in space. Despite numerous adjustments in scheduling to make maximum use of the present facilities, all space is now heavily crowded and is becoming more so each year. No gymnasium in the country is used more than the USMA gym, morning, afternoon and evening. It operates from 0745 in the morning to 2200 in the evening on a daily basis with only a slightly reduced schedule on Sunday. Throughout these long days, 80% to 100% of the indoor facilities are in use for some activity.

The age of the building, coupled with the inadequacy of ventilation, especially during the cold months when windows cannot be left open, creates an unhealthy environment. Inadequately ventilated areas for activities result in a rancid, unhealthful atmosphere.

The proposed gym addition project will correct the gymnasium's most significant deficiencies and can be effected without additional foundation work.

Three Members of the Board made personal inspections of the gymnasium during their visit to West Point and were briefed on new construction plans. Two of them were deeply impressed by the current inadequacies they observed and, at the Board's executive session, they emphatically affirmed the need for the proposed improvements. One Member dissented: his inspection had convinced him that the need had been generally overstated, and, with the exception of some shortage in equipment storerooms, the gymnasium plant appeared quite adequate.

The Board took these comments under advisement and after discussion came to the conclusion that it unanimously supports the Academy's need for enlarged gymnasium facilities and the construction requested. The Board, however, ascribes to this project a lesser priority than the proposed new hospital; furthermore, it qualifies its indorsement by making it contingent upon expansion of the Corps to its full authorized strength of 4417.

The Board makes its formal recommendation on this matter in Section 12, below.

(3) The West Point Visitors Information Center and Museum.

In the course of its executive session one Member raised the matter of West Point's presently inadequate museum facility and grossly unsatisfactory visitors information center. Reminding the Board that West Point even now receives in excess of 2.5 million outside visitors per year, and that this figure will probably double during the Bicentennial Celebration (1976-1983), he urged the necessity of celerity in moving to overcome these deficiencies. In the course of his remarks he cited the following facts and considerations bearing on the matter:

In addition to being a military reservation, and an institution of higher learning, West Point is also officially designated as a National Historical Landmark. Situated as it is in close proximity to great centers of population it is inescapably a locality of unusual drawing power for the visitor. Regardless of the activities which will be specifically sponsored by and associated with West Point during the Bicentennial Celebration, the national character of the event itself will swell the influx of visitors to a marked degree.

The West Point museum, already a mecca for many thousands of visitors annually is presently located in Thayer Hall, the Academy's principal academic building, in space actually required for academic purposes. The Museum's current quarters are inadequate in overall floor space to accommodate present peak loads of visitors (it has already, on occasion, been forced to close its main doors in order to prevent overcrowding), and

lacking in sufficient display space. Furthermore, its location, in the heart of the academic area, is inappropriate; streams of visitors commingle with cadets as they change classes, and nearby visitor parking is non-existent.

The building currently being used as a Visitors' Information Center is a garage, with vehicle storage space locally converted to its present function of receiving and orienting crowds of visitors. Even under present circumstances it is patently unsatisfactory and inadequate; it cannot conceivably handle the increased visitor load expected during the Bicentennial period.

The Military Academy has for some years been painfully aware of the deficiencies in both of these facilities and has had recourse to various stop-gap measures to alleviate them. To date, however, limited funds disposable for this purpose have made impossible anything further than local improvisations. Such improvements as have been made are minor, and the fundamental deficiencies in both the museum and the visitors center remain.

The Superintendent has submitted to the Department of the Army a list of items needed in preparation for the Bicentennial Celebration. The museum and the visitors' center are on the list of recommended projects, and certain preliminary work has already been accomplished, including site selection and an architectural-engineering study and design for a structure. These plans call for combining, in one building, both a new museum and a visitors' center. The site proposed is near historic Fort Putnam for two reasons: first, it lies along the road entering West Point from the west (through the Stony Lonesome Gate) and thus meets the objection of eliminating conflicts between heavy visitor traffic and cadets moving about the congested main-post area; second, the museum, like Fort Putnam, is envisioned as one of the chief focal points of Bicentennial interest and it is logical and desirable that the two of them be conveniently contiguous. By locating both the museum and the visitors' center under one roof several advantages, both operational and economic accrue: rest rooms, snack bar, lobby, a small theater to orient visitors, and other amenities can be commonly shared; a single parking lot can serve both facilities.

Currently this facility is programmed as an MCA project for FY '75, at an estimated cost of 7.6 million dollars. Even if it be not deferred, it is clear that it would not be operational in time to meet the needs of the Bicentennial. And it appears doubtful to the Board that the Department of the Army would recommend it as an FY '74 project because of the risk involved of jeopardizing Congressional approval and funding of the urgently needed new hospital facility.

Clearly time is of vital importance in respect to this project. Lacking this facility, the Military Academy will be seriously embarrassed in handling its Bicentennial flood of visitors. It is estimated that

were it possible to commence construction in January 1974, instead of January 1976, as proposed, the cost would come in at about 6.5 million, rather than the 7.6 million foreseen, by virtue of the escalation in price during the two-year delay.

It is the Academy's position, in which the Board concurs, that if the joint facility concept cannot be realized, then the Visitors' Information Center should be pressed for.

The Board took note of these matters. Although it had no opportunity to go into them in great detail it is well aware of the current deficiencies in West Point's museum and visitors' center. It agrees that major improvements in them prior to the Bicentennial celebration are urgently desirable. At the same time it cannot be optimistic that appropriated funds on the order of those required will be made available in time to be of help during peak visitor load periods foreseen.

Although it firmly believes that the requirements are urgent, the Board, at this juncture, can go no further than to commend the problem to the urgent attention of the Superintendent and the Department of the Army for solution and early affirmative action. It recommends that the Academy initially make a case for prompt public funding; if, as the Board realistically suspects, public funds be not made available, then ways and means of securing private funding should be promptly investigated and urgently pursued.

d. Admissions.

The Director of Admissions and Registrar followed by an admissions officer of his staff, and the Chairman of the Cadet Public Relations Council, reported to the Board on certain aspects of West Point admissions.

The Director addressed the matter of academic test scores of admitted cadets, giving a brief historical review of the trends in the SAT-M and SAT-V scores, two of the key indicators of prospective academic success utilized in determining a candidate's qualification for admission. He indicated that the mean SAT-M and SAT-V scores of West Point's admitted candidates, over the past few years, have both shown a modest decline. In this connection he exhibited data published by the Educational Testing Service (College Boards) indicating a similar nationwide decline in mean SAT-V scores, as well as in the number of students scoring in the high range on both SAT-V and SAT-M examinations. Whatever the reasons for this falling-off in test scores, it is clear that the Academy's candidate population shares in a trend common throughout the nation. He also adduced statistics demonstrating that in 1970-1971 the mean SAT-V score for senior male high school students, nationwide, was 449, while the mean SAT-M was 503; and he pointed out that this 50 to 60 point difference is peculiar to male students. Since the Military Academy draws its student body exclusively from the male population, it is reasonable to expect that our own experience reflect this particular phenomenon.

In contrast to the decline in mean SAT-V and SAT-M scores, he reported to the Board, the mean Leadership Potential Scores and the Physical Aptitude Scores (two of the other key indicators used by the Academy) are currently on the up-swing, compensating, to a degree, for the modest decline in the SAT-V and SAT-M figures.

The Director of Admissions closed this portion of his remarks by reminding Board Members that the recent Curriculum Review Board had addressed itself specifically to the matter of SAT scores and made two formal recommendations as to their utilization in the Academy's admissions process. These recommendations and their implications, he reported, are now under urgent study.

One of the Director's commissioned staff, the admissions officer in charge of an eight-state western area, described to the Board the organization and the means employed in a single state--Colorado--to identify, then to assist, prospective candidates in their quest for admission to the Academy. As an administrative matter the Admissions Division has divided the nation into 500 geographic areas, along zip code lines, with a resident volunteer field worker in charge in each area. These field workers maintain close liaison with the several commissioned admissions officers of the Director's staff in disseminating information about West Point and the military career to the high school populations in their districts, and are of especial effectiveness in coordinating the many on-going programs conducted under the Director. In their endeavors to reach their prospective candidates, the field workers twice annually visit each high school in their districts to address groups, make individual student contacts, advise school counsellors, and disseminate printed and visual informational material. They also serve as local coordinators for arranging the Academy's major high school "educator visits" to West Point, and for the program of visits by members of the Cadet Public Relations Council to the field. In this missionary endeavor they are highly effective, but their utility by no means ends there. Having identified young men who are seriously interested in West Point, they actively assist them in completing their various tasks, such as assembling and forwarding the documents required by regulations for consideration by the Academy's authorities: results of College Entrance Examinations or other tests, medical examination records, records of their Physical Aptitude Examinations, etc. In this latter role of lending administrative aid to the candidates in their areas, the volunteer field workers are proving of singular effectiveness.

The Chairman of the Cadet Public Relations Council reported to the Board concerning the composition and activities of the 300 selected cadets of the Council who, by making periodic visits to their home areas, addressing high school students and American legion and other groups, serving as counselors at Boys State and Boys Nation gatherings, and attending candidate testing sites, "carry the word" about West Point to the youths of America. This is a most effective program in support of the Academy's admissions effort, its strength lying in the rapproch naturally existing between the cadet and the prospective candidate by virtue of their shared youthfulness.

10. SPECIAL MEETING OF THE 1973 BOARD.

Because the majority of the Congressional members of the Board had found it impossible to come to West Point for the Board's visit in April, the members present voted to convene a special meeting in Washington in June, at a time convenient to the majority. This meeting took place on 19 June. Members attending either the April meeting, or the special meeting, or both of these meetings, affixed their signatures to this Report with one exception. Congressman Long, non-concurring in the Board's recommendation in respect to the USMA Hospital, declined to sign the Report and submitted minority views, attached as Annex 2.

11. CONCLUSIONS.

It is the conclusion of the Board of Visitors, based upon the written data made available to it, personal observation and inquiry, and the information conveyed to it by the Academy's senior leadership, that the United States Military Academy is discharging its mission in a resourceful and highly effective manner.

The Board is of the opinion that the personnel of the West Point garrison, and the Staff and Faculty of the Military Academy are well-trained, professionally competent, and sincerely devoted to the ideals and purposes to which the Academy is dedicated.

The Board wishes to commend the Superintendent, Lieutenant General William A. Knowlton for his exemplary leadership, his comprehensive understanding of the responsibilities of his command, his able appreciation of the problems faced by the Military Academy, and his decisiveness in directing appropriate actions towards their solution. This Board is satisfied that General Knowlton is providing to the Military Academy leadership of the highest order.

The Board is likewise convinced that under Brigadier General Jannarone, Dean of the Academic Board, the educational functions of the Military Academy are being directed in exemplary fashion. The Board notes that General Jannarone has guided West Point's curriculum through a series of changes, evolutionary in character but, in their aggregate, of fundamental significance to the Academy and to the service. In this regard the Board notes with approval General Jannarone's demonstrated firm grasp of the essentials of sound educational policy, as well as his clear understanding of the Army's special requirements.

Brigadier General Philip R. Feir, the Board is aware, has but recently assumed the vital responsibilities falling to the Commandant of Cadets. The Board is most favorably impressed with his command of the many facets of his job, with his manifest professional competence, and with the imagination and vigor he brings to the discharge of his responsibilities.

12. RECOMMENDATIONS.

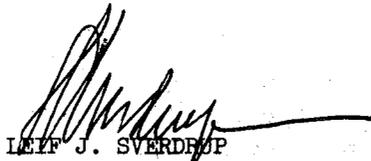
a. Concerning the Military Academy's curriculum and faculty, the Board recommends:

That the Academic Board continue to give due consideration to each of the recommendations submitted by the Curriculum Review Board in its report of 15 December 1972, and that the Department of the Army actively support those specific actions for which its assistance may be requested by the Superintendent.

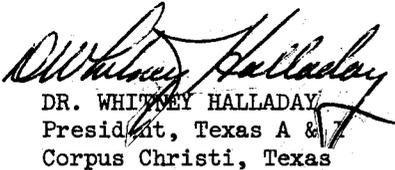
b. Concerning the Academy's physical plant, the Board recommends:

(1) That the Department of Defense continue to give its urgent support to the Academy's 100-bed hospital project to the end that its approval and funding be accomplished and its construction begin in FY 1974 as scheduled. (Congressman Long non-concurs in this recommendation. His minority view is attached as Annex 2.)

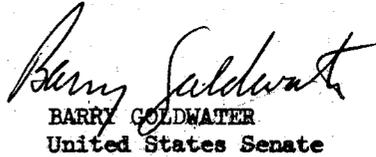
(2) Provided that the Department of Defense follows through on its current intention to expand the strength of the Corps of Cadets to 4417, that the Department of the Army strongly support early funding and construction of the proposed southwest addition to the cadet gymnasium urgently needed in view of the enlarged size of the Corps of Cadets and the present inadequacy of gymnasium facilities; that this item be included in the 1975 MCA Program.



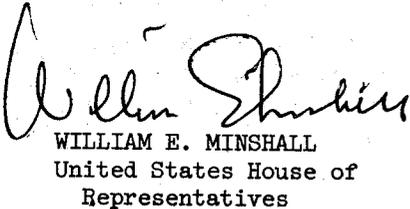
LEIF J. SVERDRUP
Major General, USAR (Retired)
Chairman of the Board
Sverdrup & Parcel and Associates, Inc.
St. Louis, Missouri



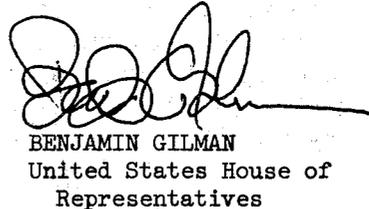
DR. WHITNEY HALLADAY
President, Texas A & M
Corpus Christi, Texas



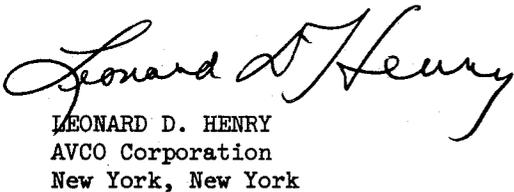
BARRY GOLDWATER
United States Senate



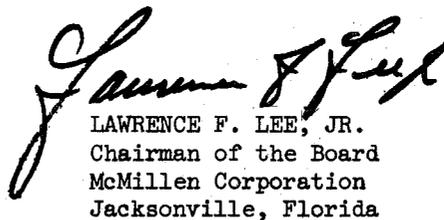
WILLIAM E. MINSHALL
United States House of
Representatives



BENJAMIN GILMAN
United States House of
Representatives



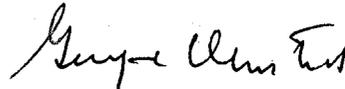
LEONARD D. HENRY
AVCO Corporation
New York, New York



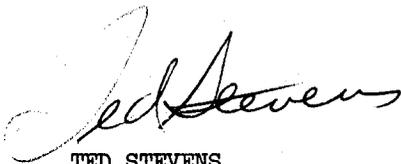
LAWRENCE F. LEE, JR.
Chairman of the Board
McMillen Corporation
Jacksonville, Florida



JOHN M. MURPHY
United States House of
Representatives



GEORGE H. OLMSTED
Major General, USAR (Retired)
President and Chairman of the Board
International Bank, Washington, D. C.



TED STEVENS
United States Senate



A. C. WEDEMEYER
General, USA (Retired)

Part I

Formal Recommendations of the Board of Visitors, 1972
and
Status of Actions Thereon as of April, 1973

"Concerning the curriculum and faculty, the Board recommends:

(1) That the Department of the Army and the Superintendent continue to implement the recommendations of the Faculty Review (Heneman) Board, with particular emphasis upon measures to insure a high quality faculty and to increase the size of the tenure component of the faculty as requirements develop."

Status: During the past year, one permanent associate professor (PAP) retired. Three new PAP's were appointed, bringing the total number of tenure associate professors to 33. Selection procedures are currently underway to nominate one additional tenure associate professor. Academic Departments are continually analyzing their needs, and as requirements are identified selection procedures will be initiated. The tenure associate professor total, presently constituting about 6% of our academic staff, is expected to increase gradually until it reaches about 10% of the faculty.

"(2) That the Superintendent and the Academic Board continue to review the curriculum, modifying it as necessary in order to remain responsive to the needs of the Army as well as to the beneficial developments in higher education."

Status: During the past year each of the four Area Committees (Basic Sciences, Applied Sciences and Engineering, Humanities, and National Security and Public Affairs) reviewed their respective area of the curriculum. As a result of this review, several new elective courses were approved for inclusion in the Academic Program for next year, bringing the total number of electives to be offered at USMA in AY 73-74 to 164. In addition, a Computer Science Field for elective concentration under the Basic Science Area was established beginning with AY 73-74. A Curriculum Review Board of distinguished educators and business leaders, appointed last May by the Superintendent to study the USMA program in light of projected Army requirements, submitted its report in December 1972. The Academic Board is now studying its recommendations to determine what responses and actions would be most appropriate. Care continues to be taken to insure that curricular modifications do not result in excessive demands on cadet time.

"(3) That the Congress delete from its annual Defense Appropriations Act that provision which prohibits the use of appropriated funds for training in any legal profession or for the payment of tuition for training in such profession."

Status: The Head of the Department of Law coordinated this matter with The Judge Advocate General and Senator Goldwater. A draft bill has been prepared which will accomplish the purpose of the recommendation, and Senator Goldwater is prepared to introduce such a bill to the Congress.

"(4) That the Department of Defense actively support legislation to provide additional pay for permanent professors at the United States Military Academy and the United States Air Force Academy."

Status: Pending legislative action in this session of Congress. Last year the Dean appeared before subcommittees of the Armed Services Committees of both the House of Representatives and the Senate to testify in support of proposed legislation. The bill was passed by the House, but was not reported out by the Senate Subcommittee. The Academy will continue to support such legislation in the new Congress.

"Concerning the Military Academy's physical plant, the Board recommends:

(1) That the Department of Defense give emphatic support to the expeditious funding and construction of a modern hospital at the Military Academy, now under design for construction in FY 1974, to preclude further delay of this urgently required facility, originally funded for construction in the FY 1966 program."

Status: A final decision as to the location of the new hospital has been made. The Washington Gate site, the original project site and the site favored by USMA, has been decided upon for the new hospital. The design of the facility has been kept under close control by the New York District Engineer, and, as a result of this, the project has remained in the Fiscal Year 1974 MCA Program in spite of delays resulting from the reevaluation of the project site. The design is now approximately 40 percent complete. The Tishman Realty and Construction Company has been retained as a Construction Consultant as a part of the overall effort to closely control cost. This firm is participating in the design and estimation of the hospital project.

"(2) 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 and other construction projects deemed appropriate by the USMA Planning Advisory Board to the end that the impetus of construction effort be maintained and the required facilities be assured effectively to support the authorized expanded strength of the Corps of Cadets."

Status: In late 1972, Congress failed to approve two projects in the Fiscal Year 1973 Program, the Consolidated Facilities Project and Washington Gate Utilities. The former has been divided into two projects, one of which has been submitted as an urgent minor construction request for Motor Pool Upgrade and the other, Consolidated Warehouse and Garage, has been reprogrammed to FY '76. The Washington Gate Utilities project has been combined with a utilities project previously planned for FY '74 and the combination, redesignated as the Utilities Extension, is now in the FY '74 Program. The Gymnasium project was slipped from the FY '74 to the FY '75 Program so as not to jeopardize the high cost Hospital project in FY '74. In addition to the Gymnasium, the Master Plan Review has validated the following projects for the FY '75 Program: Commissary, a new facility near the new PX building; Improvements to Buildings Nos. 602, 735, 738, 740 and 751, older cadet barracks; public comfort stations, addition, expansion and improvement to rest room facilities; HVAC-Surveillance system; Improvement of Athletic Fields and Training Areas, the addition of artificial turf to a Soccer Field; Visitors' Information Center/Museum, a new facility on Stony Lonesome Road to replace existing inadequate or poorly located facilities.

"(3) 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, as recommended by the Board of Visitors last year. Special attention needs be given to the Backlog of Essential Maintenance and Repair of facilities and family quarters which has increased to over \$5.6 million during the past several years."

Status: These current fiscal years ('71, '72 and '73) are witnessing a reversal of a long standing and adverse trend concerning the acquisition of funds for maintenance purposes, i.e."

Ave/Ye/FY '65-'70	\$ 513,000.
Obligations, FY '71	1,051,531.
Obligations, FY '72	1,720,282.
Program, FY '73	1,335,000.

While these additional funds are comparatively impressive and do reflect a slight reduction of the BEMAR, they are still insufficient to offset the cost escalations, and increasing of work for the still existing backlogged requirements. It is anticipated that the BEMAR at the end of this FY will remain at or exceed the six million dollar level.

"Concerning the Service Academies' admissions program, the Board recommends:

That the Department of the Army continue to support the efforts to standardize the admissions procedures of the three major service academies. In this connection, the Board notes with pleasure the progress made during this past year, particularly with respect to standardization of application forms and to the establishment of the Service Academies Central Medical Review Board."

Status: Efforts to standardize the admissions procedures have continued. The Service Academies Central Medical Review Board is completing its first year of operation. Monetary savings to the government, while not the main reason for the establishment of a Central Medical Review Board, have been substantial. The most important benefit has accrued to the candidate population of the five service academies through the effective handling of medical examination evaluation requirements. The Central Medical Review Board has now been tasked by Department of Defense to evolve necessary plans for the handling of ROTC Scholarship medical examinations which, considering the overlap in applications, should result in further monetary savings as well as better service to the candidates.

"Concerning the professional training of cadets, the Board recommends:

That the Department of the Army continue effective support of the Academy's efforts to provide the Corps of Cadets an improving summer military training program. Specifically, the Board commends the Academy for its recent efforts to promote the enduring motivation of future graduates by its adoption of various training options in Second Class summer and by its instituting more challenging and participatory training during the First Class training trip to Fort Benning, Georgia, and Fort Hood, Texas."

Status: The Department of the Army continues to assist USMA with Second Class Summer Training Programs which are career motivational in nature and provide practical leadership experience as well as developing additional military skills. Since this training is offered at a crucial time in a cadet's career, prior to his incurring a two-year Service obligation, the Second Class Summer Programs play a vital role in motivating a cadet towards a career in the military. During the summer of 1973 members of the Class of 1975 will be participating in one of the following programs in conjunction with four weeks of Army Orientation Training: The Basic Airborne Course or Jumpmaster School at Fort Benning, Georgia; Jungle School at Fort Sherman, Panama Canal Zone; and Northern Warfare School at Fort Greely, Alaska. In addition, other cadets will attend one of the following: Ranger School at Fort Benning, Georgia; Primary Helicopter School at Fort Wolters, Texas; or Extended Army Orientation Training for seven weeks with selected Army units. For the

Class of 1975, Department of the Army, CONARC, U.S. Army Alaska and U.S. Army Forces, Southern Command approved the USMA request for additional quotas, as shown on the chart, based on the overwhelming success of these programs and lessons learned from Summer Training in 1972. Although these increases in quotas are small compared to the current class strength, a more equitable distribution of allocations throughout the Corps of Cadets was accomplished.

<u>Program</u>	<u>Quotas 1973</u>	<u>Quotas 1972</u>
Airborne	525	500
Extended Army Orientation Training	168	280
Flight	52	50
Jungle	80	30
Northern Warfare	120	70
Ranger	36	12

The Department of the Army has approved the USMA proposal for a new concept in the First Class Trip. The 15-day First Class Trip 1973 has been expanded to include six major Army installations. The entire class will continue to receive infantry training at Fort Benning, Georgia and combined arms training at Fort Hood, Texas, the latter of which has been expanded to three days. Half of the class will receive combat support training with the Engineers and Signal at Fort Belvoir, Virginia, and Fort Monmouth, New Jersey, respectively. The other half of the class will receive training in field artillery at Fort Sill, Oklahoma, and air defense artillery at Fort Bliss, Texas.

Part II

Matters in Which Board of Visitors, 1972 Evinced a Distinct Interest But Concerning Which It Did Not Elect To Make Formal Recommendation, But Did Comment In Body of Its Report

The West Point Elementary School.

The Board, having been informed of the requirement for augmented physical plant and related administrative support of the post elementary school made necessary by the greatly increased school-age population at West Point, the Board commented as follows in its Report:

"The Board notes that as early as 1962, facilities at the Post Elementary School were inadequate. Since that time the authorized school population has grown from 830 to 1127, with no increase in facilities. The Board notes also that USMA, in attempting to cope with this situation, has had to resort to various unsatisfactory improvisations, all stopgap in nature, and seriously detrimental to the schools' effective operation. The Board is satisfied that West Point has a valid and urgent need for increased elementary school facilities, and that successive Superintendents have provided higher authority with timely and dependable forecasts of prospective needs in this regard.

The Board regrets that the representations of successive Superintendents have failed to secure affirmative action to solve this problem. It urges the Department of the Army to intensify its consultations with the Department of Health, Education, and Welfare to the end that provision of adequate elementary school facilities, conforming to federal standards, be provided the post of West Point. It views the resolution of this long-existing impasse as a matter of urgent importance."

Status: In compliance with the sense of these comments a member of the Academy's faculty designated by the Superintendent has pressed for a solution during the intervening year. Specific actions taken were as follows (but partly because of the late release of the 1972 Board Report, actions by the Department of the Army were delayed):

- a. On 6 March a letter was sent to the Adjutant General's Office, Director of Dependent's Education giving a history of the problem and stating that the Board of Visitors "recognized that the primary responsibility for approval of the project [augmented physical plant] rests with the Department of the Army due to the 19 August 1968 change in AR 621-300 which cut out [West Point's] direct communication with HEW." To date no reply has been received to this letter.

b. On 12 March a telephone call to the Chief, School Assistance in Federally Affected Areas, Office of Education, HEW querying as to the availability of funds for school construction under Section 10, Title I, Public Law 815, brought the reply that no such money was available.

c. In view of the declining school population, a phenomenon being experienced throughout the United States, the Superintendent's staff initiated a new detailed study of the needs of the West Point Elementary School. Conclusions of this study are that

1. "There is an immediate requirement for nine additional classrooms [at West Point Elementary School].

2. There is an immediate requirement for modifications to the existing plant to provide a satisfactory educational environment.

3. The work could be done at the existing site for less than was originally programmed for the new school in the Stony Lonesome area."

NOTE: 1. In view of the long continued lack of success in obtaining affirmative action to reduce the unsatisfactory conditions prevailing at the West Point Elementary School it is the position of the Military Academy that vigorous action needs to be taken by the Department of the Army to cause a specific line appropriation written into the budget of HEW for the necessary project.

2. This matter will again be raised by the Superintendent for the Board's consideration during its 1973 meetings.

The Cadet Ration Allowance.

The Board, having been informed of the reduction which had been made in the individual cadet ration allowance, and the consequent impairment of the sustenance provided to the Corps made the following comment in its Report.

"The Board, although it did not find it possible because of the pressure of time to inquire into this problem in complete detail, is aware of the demanding physical and mental regimen required of the Corps of Cadets, the significant inflation of food costs, both nationally and regionally, and the serious impact the reduced cadet ration allowance can have on the well-being of the Corps. The Board fully supports the Superintendent's recommendation that prompt action be taken to restore and maintain the full purchasing power of the cadet ration allowance."

Status: 1. Effective 1 July 1972 the Cadet Ration Allowance (CRA) was increased to \$1.72 per day. A further increase to \$1.78 per day was received effective as of 1 January 1973. Despite these increases, the CRA continues to be insufficient to offset the rapidly rising food costs prevalent in today's market. The Superintendent has requested that the CRA be set at the rate of the local garrison ration (BDFR), computed monthly, plus ten percent. The ten percent is to offset the higher costs of feeding cadets family-style versus cafeteria style and the larger daily calorie diet of 4500 for cadets versus 3400 in garrison messes.

2. During the first nine months of FY 1973 the BDFR averaged 1.81 whereas the CRA averaged 1.74. In January, February, March, months of rapidly rising food costs, the BDFR was set at 1.87, 1.90, and 1.95 respectively, whereas the CRA remained at 1.78. Thus, the cadet is presently suffering a 17 cent disadvantage despite the need to feed, family style, a meal of higher caloric value.

NOTE: The Superintendent will bring the Board of Visitors up to date on this matter during its 1973 meetings.

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

Dissenting Views of Rep. Clarence D. Long on the Proposed New United States Military Academy Hospital

I cannot agree with the Board's Formal Recommendation that the Defense Department "give emphatic support to the expeditious funding and construction of a modern hospital at the Military Academy" with Fiscal 1974 appropriations.

My own view is that while the existing hospital may not be ideal in all respects, it is a good hospital. I reached this conclusion on the basis of my own investigation, analysis of hospital statistics, testimony of Army witnesses' testimony before the Military Construction Appropriations Subcommittee, and from talking with doctors at the Johns Hopkins University Hospital.

At this point, I should like to comment on the discussion of the hospital facilities contained in the body of the Board of Visitors Report. The report says the new hospital is needed because the existing hospital: (1) is "outmoded and seriously inadequate;" (2) has "received little more than 'breakdown' maintenance" since 1965, in anticipation of the new hospital's construction; (3) has "serious space deficiencies" in such facilities as the medical-surgical clinic, pharmacy, and the emergency room; (4) requires the rehabilitation and replacement of medical equipment and operational systems such as the high pressure steam lines; (5) "is located in a highly congested area of the main cadet area"; and (6) is scheduled, according to the Academy's master plan, to be used for the expansion of support facilities such as the Cadet Store.

It seems to me that the first four of these needs could be satisfied by modernizing the existing hospital. From my own investigation of the hospital facilities, it appeared that much space which is now reserved for beds could be reallocated to alleviate the space deficiencies that now exist in the medical-surgical clinic, pharmacy, and other hospital services. During my visit at the hospital, I was told that the hospital had room for 130 beds, but never had more than 100. Last month Army witnesses told the Military Construction Subcommittee that the average daily bed occupancy had been declining in recent years, and that they project a future average daily bed occupancy of 66 beds. Indeed, Major General K.B. Cooper told us in part, "if you wanted my personal opinion I would say that 100 beds for the new hospital is oversized based on my estimates."

Taking these views into account, I recommend a study be made of the feasibility of modernizing the hospital. That study should explore the costs of improving the present hospital -- taking into account the improvement and expansion of existing outpatient facilities, relocation of activities that have outgrown their present quarters, replacing obsolete hospital operational systems and hospital equipment.

In regard to the new hospital's location, it seems to me that, although a hospital located outside the main cadet area might provide better road access and parking facilities -- such a location would be disadvantageous to the cadets. They might be required to travel a mile or more by bus or ambulance to attend sick-call or to have broken bones set.

Finally, in regard to using the existing hospital building to relocate the cadet store, the admissions office, and other expanding administrative activities, I recommend that alternative locations for these activities be examined -- including the remodeling of existing buildings to house these activities. In discussing objections to building a new hospital, the Board report notes that some critics consider the present hospital adequate and underutilized by its authorized patients. That view was born out by my own investigation of inpatient and outpatient statistics and by Army witnesses before the Military Construction Appropriations Subcommittee. When I visited the hospital only 68 beds were occupied. Of the 68 occupied only 28 were occupied by cadets. The remaining 40 beds were occupied by 3 active duty personnel, 11 retirees and 26 dependents. When I later pressed Army witnesses before the subcommittee on the fact that bed occupancy was declining (60 in 1971; 52 in 1972), they admitted they could not justify the new hospital on a need for beds. As I stated earlier, General Cooper said he thought a new 100 bed hospital was "oversized."

The outpatient situation is cloudy. Army witnesses before the subcommittee said cadets made up 30-35% of the hospital's outpatients. My escort at the hospital told me that cadets made up on 5-8% of the estimated daily outpatient load of 500 patients. This was confirmed by my own observations, which told me that practically no cadets were waiting for outpatient service. This is a discrepancy that needs substantial explanation. Is it possible that the larger figure includes cadets treated elsewhere? I prefer to believe that is the case.

These statistics led me to the conclusion that much of the feeling about a need for a new hospital is based on the needs of retired personnel. Indeed, other members of the Board of Visitors told me they strongly felt an expanded hospital was needed to take care of all the retired military in the area. However, retired military patients cannot be used to justify building a new hospital. Department of Defense Directive 6015.16, September 24, 1968, provides that military personnel, their dependents, and dependents of deceased personnel "will normally not exceed 5% . . . of the space otherwise programmed at such facilities."

In closing I want to reiterate that I strongly disagree with the recommendation to build a new \$25 million hospital at West Point. Most hospitals are probably obsolete, and Congress is under tremendous pressure to spend money on needs far more urgent than this.

For these reasons I have presented the views and recommendations set forth in my dissent to the House of Representatives Military Construction Appropriations Subcommittee. Because of the many conflicts and mysteries involved in the question of need for a new hospital, I have requested an investigation of the hospital situation. As a result, the Surveys and Investigations Staff has been instructed by the House Appropriations Committee to conduct a study of the hospital facilities at the United States Military Academy.

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 expense.

INFORMATION FURNISHED TO MEMBERS OF THE 1973
BOARD OF VISITORS
PRIOR TO THEIR MEETINGS, 26-28 APRIL

Catalogue, United States Military Academy, 1972-1973

Superintendent's Annual Report, 1971-1972

Report, Board of Visitors, USMA, 1972

Report, "Status of Actions on Formal Recommendations of the 1972
Board of Visitors"

"An Abstract of Principal Extant Problem Areas, USMA, April 1973"

A Study of the Programs of the United States Military Academy,
14 December 1972

Proposed Program, Board of Visitors, 1973

PROGRAM FOLLOWED BY THE
BOARD OF VISITORS, USMA
ANNUAL VISIT, 1973

Thursday, 26 April 1973

- 1830-2100 Board Members and their ladies attended the Superintendent's welcoming dinner, HOTEL THAYER.
- 2100-2200 The Board held a brief organizational meeting and elected General Sverdrup Chairman and Dr. Halladay Vice-Chairman for its 1973 visit. (1)

Friday, 27 April 1973

- 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.
- 1150-1215 Members assembled in 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.
- 1305-1330 Members assembled in the COMMANDANT'S CONFERENCE ROOM, Washington Hall, for a briefing by the Director of Admissions and his staff. (2)
- 1330-1435 The Commandant briefed the Board on the mission, responsibilities, organization, and functioning of the Department of Tactics, and the organization and operations of the Corps of Cadets.

Friday, 27 April 1973 (Cont'd)

1445-1600

The Board engaged in a general discussion of matters previously brought to their attention by personal observation or through presentations made to them by the Superintendent, the Dean, and the Commandant, and their staffs.

1615-1730

Members of the Board met in Executive Session, HOTEL THAYER, and discussed their observations and findings.

1730-1930

The Board recessed for dinner.

1930-2040

The Board continued its discussions and instructed the Executive Secretary as to the substance of its Report.

2040-

The Board adjourned and most Members returned to the Superintendent's quarters for a brief visit and to make their farewells.

Saturday, 28 April 1973

0715-1200

Members of the Board departed West Point.

NOTES:

- (1) Present: Dr. Halladay, General Wedemeyer, Mr. Henry, Mr. Lee, General Olmsted, General Sverdrup, Representative Long, and Representative Gilman.
- (2) Representative Long and Dr. Halladay departed the meeting at 1330 to make personal visits to locations and activities of special interest to them.