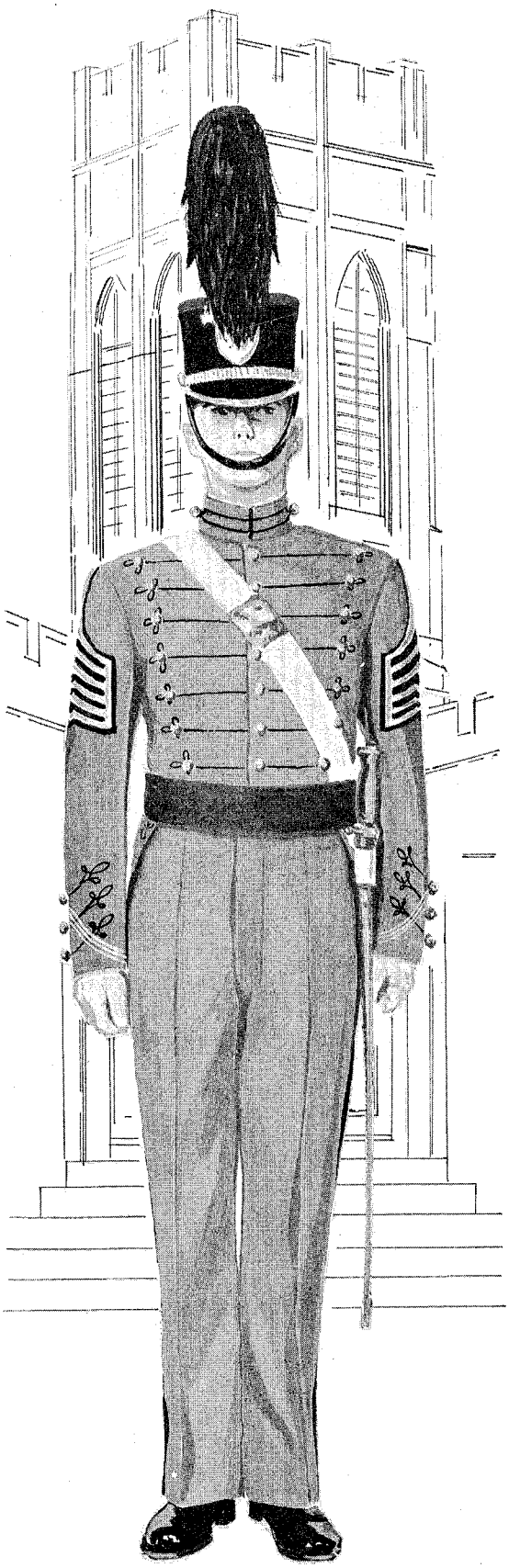


UNITED STATES MILITARY ACADEMY

WEST POINT · NEW YORK

REPORT of the BOARD OF VISITORS

25 April 1974

DUTY · HONOR · COUNTRY

UNITED STATES MILITARY ACADEMY
West Point, New York

25 April 1974

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.

SENATORS	REPRESENTATIVES
Barry Goldwater, Arizona, representing John C. Stennis, Chairman of the Committee on Armed Services	W.C. Daniel, Virginia, representing F. Edward Hebert, Chairman of the Committee on Armed Services
Walter D. Huddleston, Kentucky	Benjamin Gilman, New York
Gale W. McGee, Wyoming	Clarence D. Long, Maryland
Ted Stevens, Alaska	William E. Minshall, Ohio
	John M. Murphy, New York

PRESIDENTIAL APPOINTEES

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)

Mr. Cary H. Hall, Hampton, Georgia. (Appointed in 1974 to serve through 1976)

Major General Howard S. Wilcox, USAR, Indianapolis, Indiana. (Appointed in 1974 to serve through 1976)

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 decision of the 1973 Board, the Board of Visitors, 1974, convened on 23 April at West Point, pursued its inquiries at the Military Academy all day of 24 April, and reconvened, in executive session, in the Capitol Building, Washington, D.C., on 25 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 Olmsted and General Sverdrup arrived at West Point on the afternoon of 23 April and spent the afternoon, evening, and the following day inspecting facilities, attending conferences, and consulting with Academy authorities.

The first scheduled activity of the Board, the Superintendent's dinner, took place at 1830 hours, 23 April, in Quarters 100. Present: General Olmsted, General Sverdrup, and several senior members, Staff and Faculty, USMA.

Senator Goldwater arrived at West Point about 2300 hours, 23 April. Mr. Henry arrived 0930 hours, 24 April. Both participated in all the Board's subsequent activities at the Military Academy.

The Board recessed its meetings at West Point after the cadet review in its honor, 24 April. General Sverdrup, Senator Goldwater, and General Olmsted departed for Washington via military aircraft. Mr. Henry departed individually for New York City.

The Board reconvened in executive session at 1400 hours, 25 April, in the Capitol Building, Washington, D.C. Present: General Sverdrup, General Olmsted, General Wilcox, Mr. Henry, Representative Daniel, Representative Gilman,

Representative Minshall and Representative Murphy. Senator Stevens and Representative Long joined the Board at approximately 1430 hours, and Senator Goldwater joined at approximately 1500 hours.

Prior commitments prevented the participation of the following Members in meetings of the 1974 Board of Visitors: Senator Huddleston, Senator McGee, Mr. Hall, and Mr. Lee.

6. RECOMMENDATIONS OF THE BOARD OF VISITORS, 1973.

Prior to the convening of the Board at West Point, each Member thereof was provided with a report detailing the status of actions completed or underway in response to each recommendation of the 1973 Board of Visitors (Annex 1).

7. PROCEDURES.

With the exception that the Board's meetings at West Point terminated on the afternoon of Wednesday, 24 April, after the cadet review, the Board substantially followed the Proposed Program suggested by the Military Academy. The program actually followed by the Board is shown at Exhibit C.

During its executive session in Washington on 25 April, the Board invited the presence of the Academy's Superintendent and the Commandant of Cadets and heard their remarks on cadet attrition and other matters. The Engineer, USMA, also appeared briefly before the Board and answered various queries of Members as to the Academy's gymnasium alteration-construction project.

8. REMARKS BY THE SUPERINTENDENT.

During his formal presentation to the Board at West Point, the Superintendent limited himself to a discussion in depth of those matters which he viewed as of peculiar interest to the Board. He mentioned briefly but avoided detailed treatment of those matters coming under the specific purviews of the Dean and the Commandant. He concentrated his principal attention upon the matters below and informed the Board in substance as follows:

a. Cadet Attrition.

Cadet attrition, reduced to its basic terms, is simply that percentage of those young men who enter the Corps of Cadets annually in July and who, for one reason or another, fail to graduate four years later. In recent months the question of cadet attrition at West Point--as well as at the other Service Academies--has received considerable treatment in the news magazines and other media. Many of the stories appearing in the media have been founded on erroneous information and statistics, and are consequently very misleading. One particular recent article in a news magazine of national readership was of such blatant bias, and so obviously based on wrong information, that considerable effort was made by the Military Academy

to examine in detail the statistical evidence on which it appeared to be based, the premises the writer had adopted, and the conclusions he arrived at. Basically the article alleged that while the attrition at West Point had risen to 39%, attrition at the Ivy League colleges was a mere 7%. Through confidential checking with officials of three of the outstanding Ivy League engineering colleges--those having the nearest equivalent to West Point's rigorous curriculum--it was determined that their attrition rate is not 7%, as represented in the magazine, but 35%. Additional checking with three non-Ivy League engineering colleges having curricula of equivalent rigor to the Academy's revealed an attrition rate of 45%. Consideration of these data makes it clear that the article in question is grossly inaccurate. Some other statistics on collegiate attrition were noted as relevant: in February of 1973 the U.S. Office of Education reported that dropout rates in four-year collegiate programs through the nation ran between 46.3% and 52%; the class of 1971, the report stated, had a dropout rate of 53.7%. In confirmation of these figures, a February 1972 report of the American Council on Education revealed that 54.8% of males at four-year colleges were attrited and failed to graduate. From these figures it is apparent that the attrition rate at civilian collegiate institutions against which West Point's rate should be compared is not 7%, but 35%, or 45%, or 48%, or 53.7%, or 54.8%, depending upon which reported group is used for the purpose.

Historically, attrition at West Point has averaged between 30% and 33%. The reasons behind a young man's leaving the Academy prior to successful completion of his four years, the Superintendent remarked, are many and varied, and they become operative in a certain percentage of admitted cadets despite the Academy's best attempts to admit only candidates appearing to possess those qualities of intellect, character, and temperament most likely successfully to complete West Point's four-year course of education. Only some time after their acceptance into the Corps do some cadets conclude that the Army career really is "not for them," that indeed the rigorous West Point program of education and training is so uncongenial to them personally that they "want out." The Academy's curriculum is, to be sure, a rigorous one, and the disciplinary system under which cadets live contrasts sharply with the permissive environment under which many have passed their adolescence and reached early maturity. In this regard, it is the Academy's firm conviction that pressures and problems of the ground battlefield, despite past and prospective advances in military technology, remain much the same in terms of the requirement for self-discipline, physical strength, personal bravery, individual integrity, firm leadership, and selfless dedication to duty. Certainly there is no worthy service without sacrifice. West Point intentionally has remained pretty "mean and lean" during the turbulent years which have recently beset the Nation.

An analysis of the cadet attrition record since 1900 reveals recurrent aberrations which appear to be clearly related to the national historical experience. (See chart, page 6.) During a period of active hostilities, the attrition rate at West Point has consistently dropped. This may be ascribed partially to the excitement and prospective challenge of joining an Army engaged in active combat and partially to the less commendable personal motive that those who drop out of the Academy might well

be called upon to serve in uniform in some capacity contrary to their personal desires. Immediately after each war there has been a rapid rise in the attrition rate for one or two years, followed by a sharp decline to a much lower level. These recurrent phenomena are clearly illustrated in the chart, page 6. The Board noted that the recorded attrition for the Class of 1970, that class which was passing through its fourth and third class years in 1966, 1967, and 1968--the period during which its members could resign without incurring active duty obligations, and the years, coincidentally, marking the period of maximum troop commitment to Vietnam--was 27.6%, the lowest for some years. The Board also noted that during the years 1970-1972, when the United States was in process of reducing active Army involvement in Vietnam, attrition for the Class of 1974 climbed to its expected post-war peak of 39%. The Superintendent informed the Board that despite this class' high rate of attrition, it is one of the best of the classes, all things considered, which West Point has had for some time. In all candor, the Board is of the opinion that cadet attrition is not a phenomenon to be totally deplored. Regular Army service carries with it stresses and strains not found in other professions, and it is imperative that the weakly motivated be separated before receiving the President's commission with all the potential for hard service and personal stress that it entails.

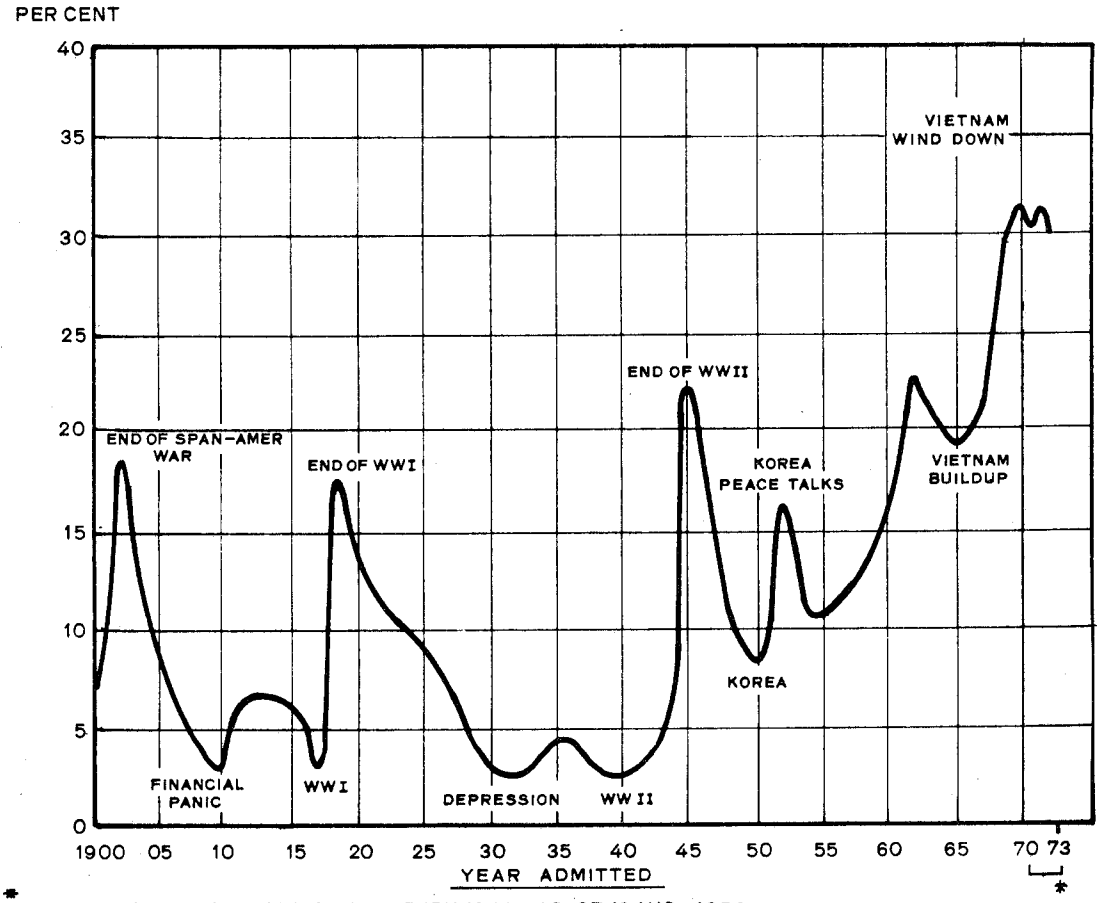
b. West Point's Contribution to the Regular Army Officer Corps.

The Superintendent emphasized to the Board that there exists in many quarters the impression that the Military Academy's quantitative contribution to the corps of officers of the Regular Army is minimal, and that the great majority of commissioned officers are produced through other sources, the Reserve Officers Training Corps, for example. This erroneous impression, he stated, has persisted in the popular mind from the days of World War II when, indeed, the great numerical majority of serving junior officers, because of the rapid and massive expansion of the Army, had to be commissioned from the Reserve Officers Training Corps and the Officers Candidate School systems. He displayed a chart (reproduced on page 8) illustrating how the total number, as well as the relative number, of West Point Regular Army lieutenant accessions have increased in the years intervening, and he pointed out that in the year 1975 the statistical curves representing the Military Academy's input and that from ROTC sources will converge, with 50% of newly commissioned lieutenants coming from the Military Academy and 50% from the combined output of the various civilian colleges participating in the ROTC program. At that juncture, the Superintendent pointed out, the proportion desired and recommended by the Service Academy Review Board (1949) will have been realized.(1)

(1) "That in times of peace not less than fifty percent (50%) of the planned annual procurement of regular officers for each Service should be Academy graduates. At all times there should be an opportunity for some non-Academy graduates such as ROTC and others to become regular officers." A Report and Recommendations to the Secretary of Defense: Washington, 1950, page 9.

(CORRECTED)

CADET RESIGNATIONS
1900 - 1973
PER CENT OF TOTAL ADMITTED EACH YEAR



*PRESENT CORPS - CLASSES OF 1974 THRU 1977 - AS OF 13 AUG. 1973

1. The 73-year history of cadet resignations here depicted reflects the effects of war, peace, and economic crisis.
2. During periods of economic trouble and national hostilities, the number of resignations are at the lowest level, and acute rises occur as hostilities are terminated. This pattern continues to the present, with a sharp rise noted as the Vietnam war winds down.
3. In interpreting this chart it is important to bear in mind that the curve represents voluntary separations only; if figures for involuntary attrition be included, the relative difference between the peaks and valleys of the curve flatten out.

The Superintendent stated that the annual contribution to the Regular Army's officer corps made by the approximately 300 participating college ROTC programs is needed and is warmly welcomed. He emphasized, however, that the Military Academy, graduating as it does some 900 annually, provides the single mass source of new lieutenants for the Regular Army. He stressed the importance of this contribution since all those graduating carry with them into the Army a shared four-year educational and training experience in which the highest standards of personal integrity, service commitment, and the ideals of professionalism have been commonly and consistently inculcated.

The somewhat elevated cost per Regular Army officer accession through the West Point route, as compared to that for the lieutenant commissioned through other processes, is ascribable in a substantial degree, the Superintendent pointed out, to the peculiarly advantageous and effective low cadet-to-instructor ratio which the Academy has historically enjoyed and which it regards as an essential element in its system of education and training. The intimate academic and personal relationship between officer-instructor and cadet-student which the Academy's small-section mode of instruction fosters is of singular effectiveness pedagogically, but it is of equal importance in the opportunity it affords for a great number of officers, throughout a four-year course of instruction, closely to evaluate the personal qualities of their students as well as to assess their academic capacities. The relationships engendered are of vital importance in making the overall evaluations of the cadet as a potential commissioned officer: over the long pull, and through the eyes of a great number of different officers, the fundamental strengths and weaknesses of the individual cadet clearly reveal themselves and thus make possible a remarkably dependable estimate of his fitness for graduation and commissioning.

c. West Point's Military Faculty.

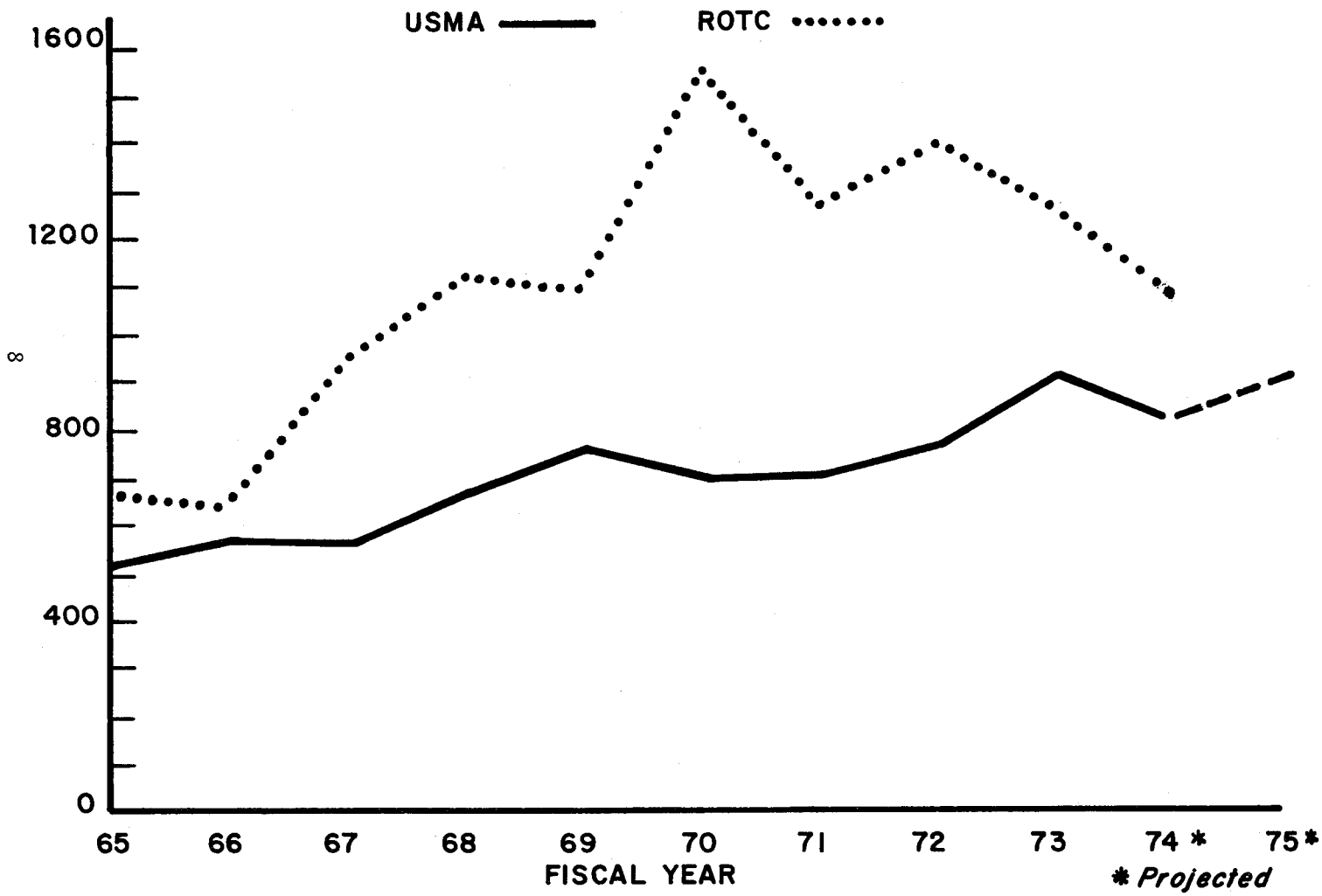
The Superintendent, in the course of his remarks, touched upon the considerations which make West Point's retention of its exclusively military faculty so important to the Academy in discharging its mission of producing professionally oriented and highly motivated cadets committed to Regular Army commissioned service.

Members of the Board had been furnished in advance a background paper on this matter and had made themselves familiar with the Academy's rationale for retaining its purely military faculty.(2)

(2) The Academy's military faculty is important in fostering in cadets a sense of professionalism and a spirit of dedication to the Service. It is effective in strengthening their motivation to succeed in a Regular Army career. Its members perform such important ancillary functions as assisting, during the summer months, in the military instruction and field training of cadets; during the academic year many act as officers-in-charge of cadet athletic teams and extracurricular clubs, and as officer athletic coaches. "An Abstract of Principal Extant Problems, USMA, April 1974," pages 1-2.

REGULAR ARMY LIEUTENANT ACCESSIONS

USMA — ROTC



The Board subscribes to the arguments adduced therefor. The Board makes its formal recommendation thereon in Section 12, below.

d. West Point's Small-Section Mode of Instruction.

The Superintendent, readdressing himself to the matter of West Point's small-section mode of instruction, emphasized its pedagogical efficacy as well as its ancillary benefits.

Members had been furnished in advance a background paper on this also and had familiarized themselves with its arguments.(3) The Board unanimously supports the Superintendent in this matter and makes a formal recommendation thereon in Section 12, below.

e. Admissions.

The Superintendent informed the Board that the admissions picture for the Class of 1978 is bright. The number of individual files started in the office of the Director of Admissions, USMA, by young men throughout the country is approximately 11,000, the greatest number in history. Of these, over one half have nominations. There also has been an encouraging increase of expressed interest in admission to the Preparatory School (USMAPS), the Superintendent reported. These data both suggest that the Academy's various admissions programs are reaching the massive reservoir of young men in America's high schools with good effect and that some of the indifference or distaste for the military establishment--which reached a peak during the latter days of the Vietnam experience--is on the decline. It is the Academy's intent to admit a class in excess of 1400 this coming July. The accession of this new class of cadets in June will bring the strength of the Corps close to its statutory authorization of 4417.

(3) "In general, we have found the methods of instruction [at West Point] to be excellent. The quality of instruction is attributable to the devotion of the individual instructor to teaching and to the small size of the cadet classes. Both these features should be continued." A Study of the Programs of the United States Military Academy, December 1972. (Report of the Curriculum Review Board), page 39, as cited in "An Abstract of Principal Extant Problem Areas, USMA, April 1974" It is the Academy's position that any reduction in the teacher-to-cadet ration would run counter to all curriculum evaluations conducted during the past decade; would reduce effectiveness of classroom instruction, require reduction in the elective courses offered, reduce the individual attention that instructors are now able to give to the academically less well-prepared minority cadets which Service policy encourages the Academy to admit. Finally, it would curtail the faculty's participation in many non-classroom, but mission-oriented, activities which contribute to the formation of well rounded prospective officers. "An Abstract of Principal Extant Problem Areas, USMA, April 1974," page 3.

9. COMMENTS.

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

Because most Board Members had been present at the 1973 meetings of the Board, the Commandant, after giving a brief review of the mission, organization, and operation of the Department of Tactics and the organization and responsibilities of the cadet chain of command, concentrated on bringing the Board up to date on selected changes and improvements in operations of the Department of Tactics which he had made during the past twelve months. The changes which appear to the Board of most importance are discussed below:

(1) Revision of Regulations, USCC.

A far-reaching revision of the regulations which guide and govern the Corps of Cadets has been completed and put into effect. This revision has been designed to work towards several philosophically important ends: (a) to express regulations in broad, general terms, abjuring excessive specifics and minutely detailed rules in order to foster an environment conducive to cadet self-discipline, one which requires him continually to make choices, to exercise personal judgment in all aspects of his life, personal as well as institutional; (b) in respect to their cadet disciplinary responsibilities, to give to individual tactical officers increased judgmental responsibilities, subject to only the policy guidance furnished by the senior officers of the Department of Tactics; (c) to encourage cadet concern with the spirit, rather than the letter, of the regulations; (d) to emphasize the Honor Code and System as the major all-pervasive ingredient of the total West Point environment, the primary influence in developing personal and professional integrity, rather than as one of the means available to enforce regulations; (e) to foster a changed perception of cadet "privileges," emphasizing them as things to be accorded less on the basis of class membership, progressively increased as the cadet passes from class to class up the ladder of seniority, but rather to be based more on performance, both academic and military.

The Commandant elected to discuss, in some detail, those portions addressed by the revised regulations which he considers of special importance.

--The regulations as to cadet "limits" have been drastically simplified and the limits themselves significantly enlarged. Members of the first and second classes, regardless of academic solvency, are authorized to be anywhere on the Post during the evening study period. In effect, cadets of the two senior classes are given the opportunity personally to decide whether they elect to devote their scheduled study periods to academic work or to spend their time some other way. Such is clearly in line with the philosophy imbuing the revised regulations: that individual decision making, the exercise of personal choice, is a fundamental aspect of cadet training.

--Cadet privileges are divided into three categories. The first is *cadet authorizations*. These are "rights" of a sort which a cadet can expect to have simply by virtue of his being a cadet and which he can expect to keep under any circumstances. An example is the authorization to escort guests or to join an extracurricular club or activity. A second category is the *class authorization*. These are privileges accorded a cadet as a member of a certain class, but which accrue to him only if he meets certain eligibility criteria. *Class authorizations* may be lost to a cadet through commission of a serious disciplinary offense. The final part of the privilege package was designed to reward cadets who excel through sustained exceptional academic and military performance. The Dean's List, through recognition and privileges, continues to reward a cadet for academic excellence. A newly introduced Commandant's List similarly rewards those cadets who excel militarily. Finally, cadets whose names appear on both lists comprise the Superintendent's List. Cadets on the Superintendent's List make up the group of cadets enjoying the greatest number of privileges and having the most freedom of choice at West Point.

--In the disciplinary area, the revised regulations no longer prescribe special confinement as a punishment. Special confinement was a severe restriction on a cadet, requiring that he be in his room, in the latrine, or in another specified area (such as the classroom), or be engaged in some required activity (such as a formation). Cadets undergoing special confinement were required to sign in and out and were subject to inspection by the cadet guard at any time during the 24 hours of each day. While undergoing special confinement, a cadet was simultaneously required to walk punishment tours. The maximum award of special confinement punishment authorized under the "old" regulations was six months. It is the Commandant's studied conclusion that special confinement was a punishment which tended to stifle the cadet's spirit, was not conducive to sound physical condition and, all in all, counterproductive as a deterrent to unacceptable behavior.

The Board is satisfied that the philosophy underlying the revised regulations is sound, progressive, and calculated to bring favorable results. The Board found the Commandant's summing up of these matters of particular persuasiveness, and it desires to quote *verbatim* a portion of it as a part of this Report.

> Cadet regulations exist not only to govern the Corps but also, and perhaps more importantly, to create an environment in which the quality of self-discipline can be developed and improved in all cadets. Self-discipline is the all-important characteristic of a good Army officer, and therefore at West Point this aspect of character is critically important. Self-discipline is a prerequisite for every value the Military Academy seeks to internalize in its graduates. It is essential if a man is to have the right approach to duty and responsibility. It is a prerequisite for integrity. It is a quality one must have if he is to have a correct perception of country. It plays a prime role in each of these because

to have any one of them one must be capable and willing to make tough choices . . . hard over easy, inconvenient over convenient, true over false, right over wrong. Each of these requires one to wrestle mentally with himself and ultimately to do what is right and what is expected even though not being watched or supervised . . . in other words, to be self-disciplined. Clearly West Point graduates must have this quality above all others, and therefore the everyday environment in which a cadet lives must be one which supports its development. Obviously, this environment must be one in which cadets are given an opportunity to make choices. Individual self-discipline cannot grow and develop in an atmosphere in which most choices are made in advance-- institutionalized. For this reason, these regulations, which influence very much the day to day disciplinary atmosphere of West Point, have been written to be long on spirit and short on letter. They have been designed to create an atmosphere in which cadets, individually, will have continuing and frequent opportunities to make choices. Naturally, we hope that they will make them correctly . . . that their decisions will reflect good judgment, maturity, and most important of all, growth in this vital area of self-discipline. Only in this way can this institution collectively achieve its central objective. Only in this way will its graduates, individually, be able to measure up in an improving and increasingly competitive Army.

The Board awaits with interest future reports on the efficacy of the revised cadet regulations, as experience in their operation is accumulated by the Commandant.

(2) Cadet Training.

The Commandant discussed in some detail the changes that have been made in various aspects of the four year cadet training and military instruction program, addressing himself to the following: the utilization of first classmen in squad leadership positions; the elimination of the traditional first class summer trip based, primarily, on the fact that it is no longer regarded as justified or desirable in view of other beneficial revisions in the total four-year military training program; the utilization of selected officers of the academic departments as *principal* company tactical officers for the Third Class during its Camp Buckner summer encampment; a broadly based program to improve the personal manners and deportment of cadets, and foster a lasting improvement in the social graces--qualities of the gentlemen which every officer of the Army should have; modification of required Fourth Class regulations in the mess hall designed to contribute to and reinforce the Commandant's Corps-wide campaign for the general improvement of cadet manners and deportment; reorganization of the Office of Military Instruction; and revitalization of the academic phase of the cadet's instruction in military subjects.

The Board noted the features of the changes, as explained by the Commandant. It regards them as beneficial and of promise in the continuing effort to improve West Point's program of training.

(3) The Cadet Honor Code and Honor System.

In concluding his remarks to the Board, the Commandant addressed the question of cadet honor. The Board was so favorably impressed by General Feir's articulation of his views on this matter that it desires to enter portions of it *verbatim* as part of its Report.

> The Honor System is a cornerstone of this place. It is something we must have. If we lose it or if it fails, then I believe that the need for the Military Academy would be diluted significantly. The strength of the system is that it belongs to the Corps of Cadets; it is theirs to manage; it is as good as they collectively and individually wish to make it. Officers play a role in it, certainly, and I believe that role is clear and accepted by all. But I say again, for emphasis, the real strength of the system flows from the fact that it is a cadet system: it belongs to the cadets, is managed by them, and will be as good as they wish to make it.
>
> Many people who are worried about the health of the Honor System say to me that it should be taken out of the hands of cadets; that it should be managed by officers. This would be a great mistake. It should never be permitted to happen. If such were done, the Honor System would become very much like cadet regulations--a system to be "beaten." Cadet regulations traditionally have been a challenge to cadets in this sense. Regulations can stand that kind of abuse. The Honor System cannot.
>
> Now, how is the Honor System functioning these days and what is its health? One way of looking at that would be to compare it today with my own experiences as a cadet. The Honor System seemed strong to me in those days. I cannot remember a single man in my company leaving West Point for an honor violation. That isn't true today. Significantly more people leave West Point because of violation of the honor code than my memory tells me used to be the case. The current annual rate is approximately one percent of the strength of the Corps. That is a significant number. How that percentage is reflected in the total number of cases heard I'm not sure, but I know that at some point in November of this academic year, seventy or so allegations of honor violation had been reported. This tells me that the non-toleration part of the code still has meaning. I view it as evidence that there is good solid support among the Corps for the Honor System. This is critically important. The non-toleration part of our code is what gives it bite. Were it removed, we would have a very much diluted

honor system indeed. There are people who would like to see the non-toleration part removed. To do so would be another great mistake.

I hear that in the Corps there is more toleration than many would like to see. Certainly that is unfortunate. In terms of degree, however, it is difficult to assess. It also is a fact that often a person says one thing and feels something else. He may act casually about some serious thing to his friends, but actually feel a significantly greater commitment to himself. And then, when a crunch situation occurs, his commitment to himself may well be the one which governs. I'd like to believe that this sort of thing occurs in many cases.

This year there has been an increasing tendency for cadets found by the Honor Committee to have violated the code to ask for a board of officers. There are several reasons for this. I believe that the demise of the "silence" is not one of them. Young people these days simply are more prone to exercise their rights. Also, it reflects the emphasis on and requirement for due process that concerns so much of what we do. In addition, some would utilize board procedures as a delaying device to give them a chance to complete an academic term. Finally, there is the fact that there have been several reversals by officer boards this year. This has been noticed by cadets, no doubt about that, and thus is a factor. Needless to say, these reversals have been cause for cadet frustration. But officers who report cases they consider iron clad, yet which fail to achieve a finding of guilty before a cadet committee, also feel a certain amount of frustration. If there has to be frustration--sitting in the middle as I do--I'm glad that the frustration is two-sided. Recently we have made some moves which we believe will operate to reduce these dissatisfactions on both sides.

The final point I would make is one which means a great deal to me and which, I believe, will have a special appeal to you gentlemen of the Board of Visitors. Young men who come to West Point and graduate ultimately come to internalize the values of this place. That may not occur by graduation day, but somewhere down the road it happens. I believe the exceptions are few and far between. This is critically important for West Point, the Army, and the country. This phenomenon is one of the great strengths of this place. A man may come here and not feel the kind of commitment we want him to have, not internalize the values of West Point to the degree we would want. On the other hand, I believe that 3, 4, or 5 years out, almost without exception, every graduate has, in fact, internalized these values. This is of great and lasting benefit to the Army, if he stays in the Army, and is of similar benefit to the country if he leaves the Army for a leadership role in

civilian society. Many graduates of the Military Academy are making great contributions to the country outside the Army. West Point should take full credit for these men.

In sum, the Honor System at West Point leads to integrity and a right perception of duty. It is the springboard for this kind of development. Integrity and duty are things which are very much entwined in Army service. This is why the Honor Code and the Honor System are so important; this is why they must be strengthened and preserved at West Point . . . why they deserve, and must have, the support of the student body, collectively and individually, and with a single high standard.

Having heard the Commandant's presentation, a senior Member of the Board expressed himself as follows:

I want to compliment you on your report and what you have done. I have served with and known graduates of the Academy almost as long as I can remember. I don't think I have ever known a graduate who is dishonest. I beg of you, don't yield to those people on the outside who want to change the Honor Code. . . . We have Watergate because it is the result of years of toleration by those of us who see dishonesty going on and say it won't happen again. We see a lessening in the moral code of men in professional life. They have learned to live with cheating and lying.

The Board as a whole regards the Cadet Honor Code and System as things of very highest value to the Corps of Cadets, and to the Military Academy.

The Board is convinced that the Honor Code plays a role of incalculable importance in inculcating in the Academy's graduates those high standards of personal and professional integrity which the Nation demands in its corps of Army officers.

b. Curriculum, Faculty, and Allied Matters.

The Acting Dean of the Academic Board limited his briefing to the Board to a succinct review of the mission, organization, manning, and operation of the twelve academic departments under his purview, and to the components of West Point's four-year academic curriculum. Because the Board Members present were generally familiar with these matters, the Acting Dean's treatment of them was appropriately brief. The Acting Dean elected to emphasize in his presentation those changes in the curriculum and in the administration of the academic departments, which the Curriculum

Review Board of 1972 (Kappel Board) had recommended.[4]

The Academic Board has acted to put into effect the Kappel Board's recommendation that means should be found to lighten the load of the cadet without impairing the overall efficacy of his curriculum. In response thereto, the Academic Board has directed a 10% reduction in attendances in all core courses of instruction. Full coordination at the Class Committee level has been effected between the academic departments to assure equitable distribution of these 10% cuts throughout the academic year, and the overall plan has been approved by the Academic Board. This change, designed to relieve some of the pressure on cadet students, to encourage them to employ their study time to better effect, and to make it possible for them, to a greater degree, to put their efforts on matters their individual judgment dictates, will take effect at the start of the coming academic year, 1974-1975.

In effecting the 10% cut in attendances, the course in Mathematics involved some special factors for consideration. The Kappel Board had observed that the existing fourth-class course in Mathematics was, in its opinion, somewhat overly intense and suggested that the Academy consider lightening this requirement for the fourth class. The Academic Board concurred and, in directing the overall 10% cut, accepted the joint recommendation of the Professors of Mathematics and Foreign Languages that, in order to lighten the intensity of the fourth-class mathematics load, all cuts therein (some 18%) be taken during fourth-class year and none in yearling mathematics. The Department of Foreign Languages, it was decided, would adopt the converse arrangement, taking all of its cuts in third-class year and leaving the required attendances in Foreign Languages during plebe year unchanged.

In describing the Academy's method of achieving the desired 10% cut, the Acting Dean explained that the reduced amount of mathematics, providing that all cadets take their four semesters of mathematics during fourth and third class years, will additionally serve to provide the same number of elective options for all areas of concentration, a step seen as desirable by the Kappel Board. He also emphasized that none of the core courses of the curriculum will be eliminated by any of the changes effected.

The Board is satisfied that the academic curriculum of the Military Academy is a sound one and responsive to the Army's requirement that all graduated cadets shall have completed a strong, broadly based curriculum

(4) Members of the Board had been furnished in advance an abstract of the Kappel Board's recommendations, annotated to show actions taken and underway by the Military Academy to put them into effect (Annex #1 to "A Report Upon Actions Taken by the U.S. Military Academy on Recommendations Made by the Board of Visitors, 1973.")

of studies, designed to facilitate their continuing education in the Army's professional schools, and subsequently to specialize effectively in any of a number of fields in which the Army has need of a number of experts.

This Board, as have several of its predecessors, supports the Military Academy in its carefully developed decision not to introduce "disciplinary majors" at West Point. In this regard it thoroughly concurs with the findings of the Curriculum Review Board.

c. The Military Academy's Physical Plant.

(1) Hospital.

Members of the Board, during the months intervening since the Board's last meeting in June 1973, have kept themselves informed of progress in the design, engineering, and funding of the new West Point Hospital. The Board is pleased that major aspects appear to be firmly on track and that actual construction of the hospital is scheduled to start in July 1974.

(2) The Cadet Gymnasium.

In the course of his opening remarks to the Board, the Superintendent alluded briefly to the Academy's urgent requirement for improved gymnasium facilities. He advised the Board that in the Commandant's subsequent briefing this topic would be further addressed. The latter, noting that all Members of the Board, prior to the Board's scheduled convening, had been furnished several detailed discussions of the proposed alteration and expansion of the gymnasium, confined his remarks thereon to a succinct statement as to the essentiality of the project.(5)

In respect to the proposed gymnasium alteration-construction project, the Board is aware that, dating from the first major step to enlarge the Corps of Cadets in the mid-60's, the Academy's gymnasium facilities have grown progressively less adequate. Two Members thoroughly inspected the present facilities during their 1973 visit and reported the inadequacies they observed to the Board during its executive session. The Board, in its 1973 Report, made a formal recommendation calling upon the Department of Army to "strongly support early funding and construction."

This Board, in its executive session the following day, discussed the gymnasium project as it is proposed by the Academy authorities and called upon the USMA Engineer to affirm that the cost estimate of

(5) Such data was mailed to Members during the months of March and April as part of two documents entitled, respectively, Review and Update of the Master Plan, United States Military Academy, April 1974, and "An Abstract of Principal Extant Problem Areas, USMA, April 1974. (See Annex 2, attached, for an extract from the latter which is relevant to the gymnasium.)

$9.150 million therefor was well conceived, dependable, and not likely to result in the kind of cost overrun which, in the case of several of West Point's previous construction projects, had presented vexing problems to the Congress in funding. The Engineer assured the Board that the fund request is a dependable figure which "he can live with."

In light of the fact that, with the admission of the new class in July of 1974, the strength of the Corps will be over 4300 (an increase over current strength of some 600), and based upon the data provided it in writing--or orally by the Superintendent, the Commandant, and the Engineer, USMA, this Board recognizes that improvement of West Point's gymnasium as planned and proposed by the Academy is a highly valid requirement. The Board is pleased to note that the project is included in USMA's FY 75 construction program and, because of the urgency involved, makes formal recommendation thereon in Section 12, below.(6)

10. DATES AND LOCATIONS OF NEXT YEAR'S MEETINGS.

Prior to adjourning its executive session the Board discussed dates and arrangements for next year's meetings. The Board took note of the difficulty of selecting dates so far in advance for Board Members, all of whom have busy schedules and many commitments. It also observed that Board Members can be fully effective in their deliberations only if they have had the opportunity of visiting West Point in person: personal observation, face-to-face discussion with members of the Military Academy Staff and Faculty, and with cadets, and individual investigation on site, the Board agrees, constitute the best preparation for fruitful participation in the Board's substantive discussions and the reaching of its conclusions. The Chairman asked the Superintendent if individual visits by those Board Members who can foresee that travel to West Point will be impracticable on the dates that might be selected many months in advance would work a hardship on the Academy. The Superintendent responded that such visits would be indeed welcome and that they could be accommodated effectively into the Academy's regular operational schedule, pursuant to individual arrangement with the members concerned. With this assurance in mind, the Board unanimously selected the period Tuesday, 29 April through Thursday, 1 May for its 1974 meetings; and it further decided that the Board's first two days' meetings be scheduled to take place at the Military Academy, with the Board's final meeting, its executive session, on Thursday, 1 May, in the Capitol Building, the better to accommodate the requirements of Congressional members, many of whom inevitably find it impracticable to travel to West Point on dates fixed a year in advance.

11. CONCLUSIONS.

Based upon consideration of the written data made available to it, upon information given it through briefings by the Superintendent, the

(6) Representative Long reserved his vote on this particular recommendation and subsequently provided an individual statement setting forth his views on the matter. Said statement is included in this Report as Annex 3.

Acting Dean of the Academic Board, the Commandant of Cadets, and interviews with various senior members of the Academy's Staff and Faculty, the Board concludes that the operation of the Military Academy is being firmly and imaginatively directed. West Point, the Board finds, is effectively discharging the mission given it by law and regulation.

It is the conclusion of the Board that the personnel of the West Point Garrison and the Staff and Faculty have been well chosen for their assignment there, are professionally competent, and are in a high state of training. It is apparent that their motivation is high and their dedication to the service to which assigned, complete.

The Board especially commends Lieutenant General William A. Knowlton for his keen professionalism, his manifest mastery of varied responsibilities falling upon him as Superintendent, and the searching intelligence he brings to the solution of the wide range of problems arising in the management of a command which is at the same time a major collegiate-level educational institution, a large military establishment, and a sizeable community of civilians.

The Board commends Colonel J.S.B. Dick upon the celerity and effectiveness with which he has assumed the duties of Acting-Dean of the Academic Board. His grasp of the responsibilities of his office, his command of detail, his ability to distill the significant therefrom, and to articulate it with clarity and brevity, most favorably impressed the Board.

The Board concludes that Brigadier General Feir's relatively brief tenure as Commandant of Cadets has been of singular benefit in the number of wise initiatives that he has taken in respect to reforming certain aspects of the disciplinary system in the Corps and to recognizing and giving new impetus to the cadets' military training and instruction. General Feir's firm recognition of the importance of the cadet's Honor Code in contributing to the continuing health and stability of the Corps of Cadets and of the vital contribution it makes to the formation of commissioned officers of the Army possessed of elevated personal ethics and professional honesty is reassuring to the Board. It commends General Feir for his judicious and effective support of the cadet's Honor Code and System.

12. RECOMMENDATIONS.

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

(1) That the Department of Army and the Superintendent continue to give due consideration to each of the recommendations of the 1972 Curriculum Review Board, particularly with respect to the recommendation which advocates the retention of the Academy's predominantly military faculty.

(2) That the Department of Army vigorously support the Military Academy's retention of its demonstrably effective small-section mode of instruction and sustain the present manning level of its teaching faculty which makes this possible.

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

> That the Department of Defense strongly support early funding and construction of the gymnasium project to include the relocation of the Director of Athletics operations. The Board endorses the present concept as the most appropriate and economical means of providing urgently needed improvements to the existing inadequate physical education facilities.

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

BARRY GOLDWATER
United States Senate

W.C. DANIEL
United States House of Representatives

TED STEVENS
United States Senate

BENJAMIN GILMAN
United States House of Representatives

JOHN M. MURPHY
United States House of Representatives

WILLIAM E. MINSHALL
United States House of Representatives

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

LEONARD D. HENRY
AVCO Corporation
New York, New York

HOWARD S. WILCOX
Major General, USAR
Indianapolis, Indiana

A Report Upon Actions Taken by the
U.S. Military Academy on Recommendations
Made by the Board of Visitors, 1973

Part I

Formal Recommendations of the Board of Visitors, 1973
and
Status of Actions Thereon as of April 1974

"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."

Status:

Under the guidance of the Superintendent, a number of standing and specially appointed committees of the Academic Board, as well as other agencies of the Military Academy, have actively followed up on the several recommendations of the Review Board. A number of its recommendations have already been implemented, and the actions taken reported to the Secretary of the Army. Other recommendations are of a standing nature and serve as continuing guidance to the Academy's authorities. Annex 1, "USMA Actions on Curriculum Review Board Recommendations," attached, details the status of the Academy's follow-up on these matters, as of April, 1974 (please see Annex 1, attached).

* ------- * ------- * ------- * ------- *

"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-concurred in this recommendation and filed a minority view which was included as an annex to the Board's Report, 1973.)

Status:

Background: The FY 74 hospital originally submitted to Congress was a 5 story, fully air conditioned, steel frame structure with precast concrete facade. Except for a small sick call dispensary in the Cadet area, all USMA medical facilities were to be in the 157,350 SF building with 100 bed capacity. Parking for 385 cars was included. The CWE for this project was $22.9 million and the programmed amount was $25 million. Congress authorized $25 million for the project. The House Appropriations Committee

(HAC) denied funds for the project. The Senate Appropriations Committee (SAC) funded the project at $20 million. The joint conference of the HAC and SAC restored the $20 million for the project, but imposed the following restrictions:

The hospital will have a 65-bed capacity.

A Cadet dispensary will be located in the Cadet area.

Cost of hospital facilities (a. and b. above) shall not exceed $20 million.

The Army will provide a sufficient contingency factor in estimating to avoid contract cancellation should the costs exceed $20 million and will proceed as quickly as possible to avoid increased costs due to inflation.

The Army will restudy the location, configuration, scope, utilization, and costs of the hospital facility and will obtain specific written authority from the SAC and HAC to proceed prior to obligating funds for construction.

Description of Progress:

DA has coordinated and compiled the input of OTSG, USMA, NYD, and LAD for an "Economic and Feasibility Study of the FY 74 65-bed hospital." LAD has also completed the concept design for the Cadet dispensary. Completion of final design for the dispensary is scheduled for April 1974 and for the hospital in May.

Results of Design Changes:

The USMA hospital will be a 4-story, fully air conditioned, steel frame structure with precast concrete facade and a partial basement for mechanical services. The 127,840 SF building will have a 65-bed capacity. Parking for 127 cars will be in the base bid package, and two bid additives will be included for 97 and 75 additional spaces. Architecturally, the exterior stairwells have been moved to the interior, the buttresses have been replaced by column lines, and the floor sizes have been made more nearly equal. The CWE is less than $20 million.

The Cadet dispensary will consist of approximately 12,500 SF of renovated space in Building 606 (present hospital). Laboratory, X-ray, and pharmacy will be provided to serve only Cadets. Four services will be provided all patients: (1) Outpatient Physical Therapy, (2) Optometry, (3) Mental Hygiene Consultation, and (4) Army Health Nurse.

Tentative Schedules:

The Utilities Extension project, part of which supports the hospital, can be advertised after the Washington Gate site is approved (perhaps

following the March presentation to the SAC and HACO). Construction could be started in May 1974.

The renovations in Bldg. 606 for the Cadet dispensary could be started in June 1974. Early award of this project would establish the CWE based on a contract price and lower the risk of hospital contract cancellation should the aggregate cost exceed $20 million.

The hospital should be advertised by June 1974.

* ------- * ------- * ------- * ------- *

"b. (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."

Status:

The Military Academy views the improvement of its gymnasium facilities as an urgent requirement, and, indeed, its major unresolved construction problem. A discussion of this requirement, alternative solutions to it, and the scope of the present construction project appear on pages 10-14 of Review and Update of the Master Plan.

Part II

Matters in Which the Board of Visitors, 1973, Evinced a Distinct Interest, but Concerning Which It Did Not Elect to Make Formal Recommendations, and Limited Its Comments to the Body of the Report

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 informed the Board as a whole that the recommendation of the 1972 Board of Visitors in respect to the use of appropriated funds for training in the legal professions were, and remain, valid. (Said recommendation reads: "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:

Thanks to the interest of Senator Goldwater in this matter, the Congress has passed legislation which permits the use of appropriated funds for the sending of twenty-five officers from each of the major Services to law school annually. The Department of Defense has published regulations in implementation of this Congressional enactment.

* ------- * ------- * ------- * ------- *

The West Point Visitors Information Center and Museum: In its executive session the Board discussed the Academy's presently inadequate museum facilities and visitors information center and took note of the measures that the Superintendent has initiated to overcome these deficiencies. Aware of the special character of West Point as a National Historic Landmark and the massive increase in the number of visitors which inevitably it will have to accommodate during the scheduled Bicentennial Celebration (starting in 1976), the Board went on record as follows:

> . . . [The Board] agrees that major improvements . . . 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.

Status:

A proposed new Visitors Information Center and Museum is included in the FY 1976 construction program. A detailed discussion of this project appears on pages 16-17 of Review and Update of the Master Plan, 1 April 1974, enclosed. Please refer to these pages.

Cadet Training: The Need for Increased Physical Education Facilities

1. The gymnasium is one of the oldest buildings still in existence at West Point. The major portion was constructed in 1910 with additions completed in 1935, 1947, and 1970. In the expansion of the Academy to date, less than 4-1/2% of total expansion funds have gone into PE and athletic facilities. A new swimming pool, a few additional playing fields, and modification of the North Gymnasium represent the only facilities made available or improved using expansion money.

2. The present facilities were designed to accommodate a Corps of 2,700. Now that the Corps totals approximately 4,000 cadets and will increase to 4,400, additional facilities are clearly essential. Currently, the need is partially met by overcrowding, by use of hallways, and by limiting the number of cadets in the various programs. Significant and of special interest is the fact that the inadequacy of the physical education and athletic facilities at West Point has been recognized by the Review Panel on Intercollegiate Athletics and Physical Education, a collection of experts in these fields which assessed USMA in these terms in 1972. In April of that year, this body stated, "It is inconceivable to the panel members that this wealthy and powerful nation would allow the athletic and physical education departments [at West Point] to function with the mediocre facilities which currently exist."

3. Because of the lack of facilities, cadets do not receive full benefits of significant parts of physical training. Present overcrowded conditions cause some 500 cadets per intramural day to be without adequate indoor physical activity five months each year. The existing area for wrestling consists of 13,000 square feet, the area for boxing 7,000. Both are inadequate. In addition, there are only eight handball courts to support cadet instruction, intramurals, activities of the Handball Club, and free play. Simultaneously, these same courts are used by officers and enlisted personnel for tournaments and free play. By comparison, USAFA, with almost the same program, has a 100% greater area for handball. Less than 40% of all cadets receive handball instruction due to an insufficient number of courts. In addition, no areas now exist for judo, karate, and fencing. These activities are accommodated in areas designated for other purposes, which results in late evening scheduling.

4. Locker space at USAFA is approximately twice that of USMA. Only Fourth Classmen (Freshmen) and varsity athletes whose particular sport is in-season have lockers in the gymnasium. Additionally, there are a limited number of lockers for the officers and enlisted personnel of the staff and faculty.

5. Since 1964, the expansion in man-hours of PE in the cadet curriculum has increased 76% in instruction and 100% in intramural athletics. Against this significant increase in load, the expansion request in question asks for only a 25% increase in space. Schedules have been adjusted in every way possible in order to make maximum use of the present indoor facilities.

All space is crowded and 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 to 2200 on a daily basis with only a slightly reduced schedule on Sunday. Throughout this entire time, 80 to 100% of the indoor facilities are in use for some activity. In addition to cadet use, the gym is used for inter-league competition, practice, and recreational play for officer, enlisted, and dependent personnel at West Point, as well as by the Youth Activities Branch of Recreational Services for practice and competition in basketball, gymnastics, judo, wrestling, and swimming for the youth of the post.

6. The proposed project will modernize the USMA gym and correct its most significant deficiencies, among which is a severe shortage of combatives gyms. The expansion plan provides four of these.

7. The proposed addition to the gym will give adequate space for an enlarged Corps of Cadets. Initial efforts to expand the gymnasium were made in 1965. In 1968 a renewed attempt was made which would have added 100,000 square feet of space at a cost of about $6 million. In 1970, an additional plan was created to add 68,000 square feet at a cost of approximately $12 million. Now, in 1974, the plan calls for a 28,000 square feet of addition, and alteration of 52,000 square feet, in the gymnasium, as well as alteration of 24,000 square feet in building 639, at a cost of approximately $9.15 million.

8. A vital part of this project is the modification of Building 639. This work is necessary to enable the administrative offices of the Director of Athletics to be moved out of the gymnasium and into this new location. In the process, the administrative offices of the Director of Physical Education can be consolidated and made significantly more efficient. At present, these offices are scattered over four floors of the gymnasium. This situation makes coordination and control difficult. Under the gym expansion plan, the administrative offices of the Office of Physical Education would move to the area on the first floor now occupied by the administrative offices of the Director of Intercollegiate Athletics. The current administrative area then will be converted to critically needed combatives and special exercise areas.

9. Considering the tremendous need for space, there is no choice but to make every effort to secure approval for the gymnasium addition in the MCA 75 program. If we wait any longer, additional construction will become so expensive that it will be extremely difficult to obtain even that level of expansion which will bring the gym facility from unsatisfactory to adequate.

Separate Views of Representative Clarence D. Long

I have reserved my vote on the proposed new gymnasium because the House of Representatives Military Construction Appropriations Sub-Committee, on which I serve, has not completed its in-depth examination of the proposed new construction. My reservation signifies no prejudice for or against the proposal.

I would point out, however, that the Board of Visitors approved plans last year to construct a $25 million hospital at the Academy, and I submitted dissenting views on the grounds the Army had not fully thought out its plans for the new hospital. At my request the House Appropriations Committee investigated the Army's proposal and found out that the Army had not fully considered the economic feasibility of the hospital. Subsequently the Congress approved a new hospital, but reduced its size, and required the Army to re-study its plans. The amount of appropriation was reduced from the original request by $5 million - $20 million.

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 1974
BOARD OF VISITORS
PRIOR TO THEIR MEETINGS, 23-25 APRIL

Catalogue, United States Military Academy, 1973/1974

Superintendent's Annual Report, 1 July 1972 - 30 June 1973

Report, Board of Visitors, USMA, 1973

Proposed Program, Board of Visitors, 1974

Memorandum, "Status of the USMA Construction Program, 1 March 1974"

Review and Update of the Master Plan: Summary, April 1974

"A Report of Actions Taken by the U.S. Military Academy on Recommendations Made by the Board of Visitors, 1973"

"An Abstract of Principal Extant Problem Areas, USMA, April 1974"

Exhibit B

PROGRAM FOLLOWED BY THE
BOARD OF VISITORS, USMA
ANNUAL VISIT, 1974

Tuesday, 23 April 1974

1830-2100	Board Members attended the Superintendent's welcoming dinner, QUARTERS 100.
2100-2200	The Board held a brief organizational meeting and selected General Sverdrup Chairman for its 1974 visit.

Wednesday, 24 April 1974

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 SUPERINTENDENT'S CONFERENCE ROOM for presentations by the Superintendent and the Dean.
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.
1315-1430	Members assembled in the COMMANDANT'S CONFERENCE ROOM, Washington Hall, for a briefing by the Commandant.
1545-1620	The Board acted as reviewing party for a cadet review in its honor, THE PLAIN.
1630 (approx)	Members of the Board departed severally for Washington and New York City.

Thursday, 25 April 1974

1400	The Board reconvened in the CAPITOL BUILDING, Washington, D.C. in executive session.
1550	The Board adjourned.

Exhibit C