

ANNUAL REPORT

*of the*

SUPERINTENDENT



1954

UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK

THE MISSION OF THE  
UNITED STATES MILITARY ACADEMY



The mission of the United States Military Academy is to instruct and train the Corps of Cadets so that each graduate will have the qualities and attributes essential to his progressive and continued development throughout a lifetime career as an officer of the Regular Army.

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# HEADQUARTERS UNITED STATES MILITARY ACADEMY

West Point, N. Y., 1 January 1955

SUBJECT: ANNUAL REPORT

TO: THE ADJUTANT GENERAL  
DEPARTMENT OF THE ARMY  
WASHINGTON 25, D. C.

1. Herewith is a report upon the administration and operation of the United States Military Academy, and of the Military Post of West Point for the period 1 July 1953-30 June 1954, inclusive.

## 2. GENERAL INFORMATION

The reports of the several academic departments and of the Department of Tactics contained herein reflect the year's progress with respect to the education and training of the United States Corps of Cadets. Improvements may be noticed in the curriculum, pedagogical method, the qualifications of the academic staff, and the efficiency of the administrative organization.

The academic courses reveal considerable flexibility within the restrictions imposed by the single aim of the United States Military Academy of instructing and training the Corps of Cadets for service in the Defense establishment. Cadets in the upper sections are assigned to advanced work in place of Written General Reviews in most departments. Special courses and "seminars" are organized for qualified cadets. The content of the courses is constantly adapted to new knowledge in the various fields covered. The curriculum has been substantially broadened by the extensive program of visiting lecturers and an all-inclusive extra-curricular program which serves a variety of interests. One interesting phase of curriculum adaptation may be seen in the work of the Military Applications Committee of the Department of Mathematics which integrates into the course authentic problems based upon the library of Field Manuals and Technical Manuals.

The academic staff exhibits considerable alertness to advances in pedagogical techniques as indicated by an appreciation of the use of television in tactical and training situations, and in the Department of Electricity's installation of a closed circuit television system for instructional purposes.

The qualifications of the academic staff are constantly improving. This is reflected in the wide range of graduate studies pursued by the officers of the Academic Departments at civilian institutions and by their many graduate degrees. Their professional competence is also marked by participation and leadership in scholarly organizations and publications in their respective fields. A similar course of development is pursued by the officers of the Department of Tactics.

Continuing study of the instructional and training program was reflected in the report of the Board of Visitors and in self-criticism of the reports of various local boards and committees.

The services rendered by the 1802d Special Regiment of troops in support of the practical military training program of the Corps of Cadets has been excellent. During the year, a survey was initiated with the object of arriving at a more efficient and manageable organization for the Military Academy. In addition, with the co-operation of The Adjutant General, an Archives was established to make the most effective use of the exceedingly rich collection of educational and historical documentation accumulated at the Military Academy for more than a century and a half.

I wish to congratulate the members of the command, both military and civilian, for the high level of morale, discipline and efficiency. The heightened cost-consciousness, supply discipline, and supply economy is in keeping with the high degree of professional interest in, and enthusiasm for, the mission of West Point.

### 3. JUNE WEEK ACTIVITIES—CLASS OF 1954 USMA

Preparatory to the graduation of the Class of 1954 and the summer suspension of academic instruction, all academic recitations for the Corps of Cadets terminated on 3 June 1954. The examinations of those cadets required to be examined were thereafter held during the period from 4 to 7 June inclusive.

Upon the inauguration of the June Week Program, there was a Retreat Review and Presentation of Drill Streamers at 1730 hours on Friday evening, 4 June.

On Saturday, 5 June, there was a Review of the Corps of Cadets and Presentation of Athletic Awards on the Plain at 1030 hours. During the afternoon, there were games of lacrosse and baseball, followed by a concert presented by the United States Military Academy Band in the Army Theatre.

On Sunday, 6 June, religious services were held at Battle Monument at 0800 hours for the Second, Third and Fourth Classes of Cadets. Cadet Chapel for the First Class, including Baccalaureate Services and the Dedication of Memorial Windows, began at 0830 hours for the Second Regiment and at 1100 hours for the First Regiment of Cadets. At 0800 hours there was a Military Mass and Baccalaureate Service in the Catholic Chapel for members of the First Class, followed by a Mass at 1015 hours for Second, Third and Fourth Classes. At 1030 hours, Jewish Baccalaureate Services were held in the Old Cadet Chapel.

At 1500 hours on Sunday, the Superintendent's Reception for the Graduating Class and Alumni was held, followed by Retreat Review and the Presentation of Military and Academic Awards to the First Class, on the Plain, at 1730 hours. A concert was presented in the Army Theatre by the Cadet Glee Club during the evening.

On Monday morning, 7 June, Memorial Services for Deceased Alumni were held in the Catholic Chapel at 0800 hours and in the Cadet Chapel at 0900 hours. There was also an Organ Recital in the Cadet Chapel, followed by Alumni Exercises at Thayer Monument. At 1130 hours there was a Review of the Corps of Cadets, by the Alumni, on the Plain; followed by luncheon and the Annual Meeting of the Association of Graduates, in Washington Hall. Graduation Parade was held at 1600 hours. During the evening, Graduation Hop for the First Class was held in Washington Hall, with Cadet Hops for the Second and Third Classes in the East and Central Gymnasiums.

On Tuesday, Graduation Exercises for the Class of 1954 began in the Field House at 1000 hours, the Invocation being presented by the Reverend Frank E. Pulley, Chaplain USMA. An inspiring Graduation Address was then delivered by the Honorable Robert T. Stevens, the Secretary of the Army, followed by the presentation of diplomas by the Superintendent. After the singing of the "Alma Mater" by the Class of 1954 and the rendering of The National Anthem by the USMA Band, the graduation exercises were fittingly closed by a Benediction offered by the Reverend Joseph P. Moore, Catholic Chaplain.

The entering strength of the Class of 1954, as of 31 July 1950, was 797 members. Of the 633 members who completed the full four-year course, seven were classified as distinguished on the Graduation Merit Roll and five as distinguished on the First Class Year Order of General Merit. Cadet Marion F. Meador, of Georgia, graduated No. 1 in his class.

Of the 633 members of the Class of 1954 who were graduated and awarded diplomas with Bachelor of Science degree, four were not commissioned because of physical disability. Two others were graduated but their commissioning was necessarily deferred pending physical qualification. Subsequently, one of these was found physically disqualified for commissioning. Two others were graduated but were not commissioned because of deficiency in Aptitude for the Military Service. One Filipino cadet and two other foreign cadets were also graduated with Bachelor of Science degree and awarded diplomas. One additional foreign cadet was not graduated but was awarded a certificate in lieu of diploma.

As to the total number of 622 members of the Class of 1954 who were commissioned as second lieutenants, 177 were commissioned in the Air Force. Branch assignments to the Regular Army were as follows: Infantry 187; Artillery 119; Corps of Engineers 60; Armor 46; Signal Corps 33.

Those members of the Class of 1954 commissioned in the Air Force were detailed initially to Air Force schools or installations for combat pilot training, effective upon expiration of their graduation leave of absence. Similarly, those commissioned in the Regular Army were assigned to troop duty and, following graduation leave of absence, were detailed initially to their respective branch schools for further practical training.

#### 4. APPOINTMENTS AND ADMISSIONS

##### *Class of 1957*

Of the 933 vacancies available to the Class of 1957 on 1 July 1953, 666 (71%) were filled compared with an average of 79% for the preceding four years. An additional 60 candidates authorized admission under the "Section 4" legislation, one Filipino and three foreign students (Panama, Costa Rica and Colombia) brought the total new admissions to 730. Fifteen turnbacks joined the class in August and 11 new cadets resigned during the summer, resulting in a Fourth Class of 734 to begin the academic year in September.

##### *Class of 1958*

In November the Admissions Committee brought to the attention of the Superintendent the fact that nomination of candidates for the March entrance examination was lagging considerably behind the pace customary at that time of year. The Superintendent referred the matter to the USMA Information Committee and as a result greater emphasis was placed upon efforts to inform the American public in general—and high school students in particular—regarding the mission of the U. S. Military Academy, its stature as an educational institution,

and the opportunities for admission. This emphasis on bringing West Point to the attention of the country materialized in several new facets of the Military Academy's Public Information Program: the USMA alumni under the guidance of the West Point Societies became more active in their efforts to encourage young men to seek appointments; under policies and procedures established by the Admissions Committee representatives of the Military Academy participated in "College Nights" sponsored by secondary schools; a new poster was developed to accompany those catalogs mailed to high schools and libraries as part of the 53,000 copy annual distribution of the USMA Catalog; selected cadets were organized into a Cadet Public Relations Council to fill public speaking engagements and to provide the Corps with information necessary to inculcate a feeling of responsibility for assisting in the encouragement of young men to seek admission to the Military Academy; funds were made available by Department of the Army for production of a thirty-minute documentary film "West Point" for showing to high school audiences. Inasmuch as these projects were developed for their potential contribution to the Military Academy over the span of future years, their effect on this year's pool of candidates was obviously limited, although as of 30 June 1954, a total of 753 new cadets was authorized admission to the Class of 1958. It is expected, however, that more tangible improvement will be reflected in the size and quality of the candidate pool in future years as a result of the Superintendent's action on this matter.

A statistical summary of admissions data for the last six years follows:

|  | Examina-<br>tions<br>March &<br>June 1949<br>(Cl. of '53) | Examina-<br>tions<br>March &<br>June 1950<br>(Cl. of '54) | Examina-<br>tions<br>March &<br>June 1951<br>(Cl. of '55) | Examina-<br>tions<br>March &<br>June 1952<br>(Cl. of '56) | Examina-<br>tions<br>March &<br>June 1953<br>(Cl. of '57) | Examina-<br>tions<br>March &<br>June 1954<br>(Cl. of '58) |
|--|---|---|---|---|---|---|
| a. Vacancies available                                     | 854   | 957   | 757   | 816   | 933   | 1048  |
| b. Potential number of appointees (assuming 4 per vacancy) | 3416  | 3828  | 3028  | 3264  | 3732  | 4192  |
| c. Number actually examined                                | 2093<br>(61% of b)  | 2299<br>(60% of b)  | 1977<br>(65% of b)  | 1942<br>(59% of b)  | 1894<br>(51% of b)  | 2003<br>(48% of b)  |
| d. Number fully qualified                                  | 1088<br>(52% of c)  | 1210<br>(53% of c)  | 926<br>(47% of c)   | 1153<br>(59% of c)  | 1013<br>(53% of c)  | 965<br>(48% of c)   |
| e. Vacancies filled  | 679<br>(80% of a)   | 747<br>(78% of a)   | 617<br>(82% of a)   | 623<br>(76% of a)   | 666<br>(71% of a)   | 699<br>(67% of a)   |
| f. Section "4" admissions                                  | 42  | 45  | 30  | 45  | 60  | 50  |
| g. Foreign & Filipino students admitted                    | 6   | 5   | 2   | 2   | 4   | 4   |
| h. Total New Admissions                                    | 727   | 797   | 649   | 670   | 730   | 753   |

On 29 June 1954 the Department of the Army approved the Superintendent's recommendation that the U. S. Military Academy adopt the College Entrance Examination Board tests as the means for determining the mental qualification of candidates for entrance to the Military Academy effective with the Class of 1960. The Superintendent's recommendation was based on an exhaustive study made by the Admissions Committee and concurred in by the Academic Board. This change will not affect the candidates examined in March and June 1955 but will become effective with the candidates examined for admission July 1956. Details concerning use of the CEEB tests will be announced in publications to be distributed early in 1955.

The composition of the Admissions Committee remains unchanged.

# MEAN SCORES ATTAINED BY USMA CADETS

IN THE

## GRADUATE RECORD EXAMINATION TESTS OF GENERAL EDUCATION

Compared With

A CONTROL GROUP OF LIBERAL ARTS COLLEGE SENIOR MEN

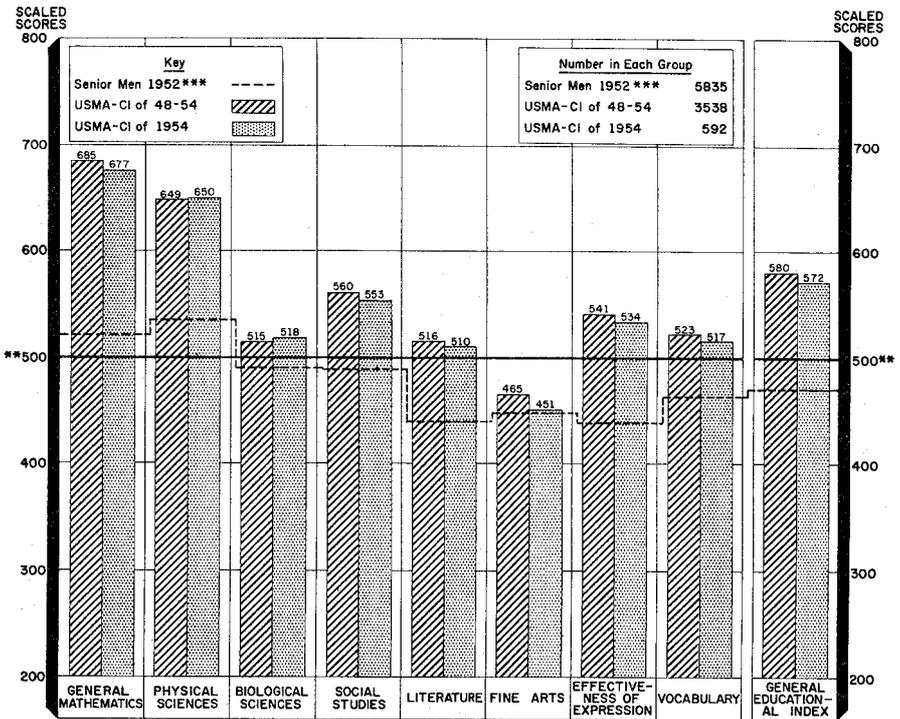


FIGURE 1

# PERCENTAGE DISTRIBUTION OF GENERAL EDUCATIONAL INDEX SCORES

## IN THE GRADUATE RECORD EXAMINATION TESTS OF GENERAL EDUCATION

USMA Cadets Compared With  
A CONTROL GROUP OF LIBERAL ARTS COLLEGE SENIOR MEN

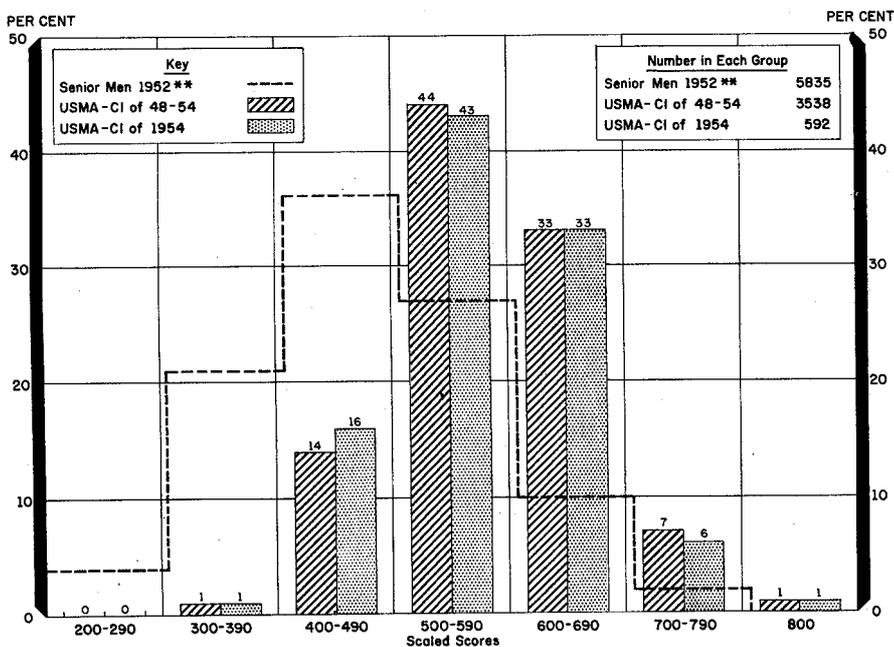


FIGURE 2

## 5. GENERAL EDUCATIONAL ACHIEVEMENT OF THE CLASS OF 1954

The Tests of General Education of the Graduate Record Examination were administered to all members of the Class of 1954 available for duty on 1 and 2 June 1954 (592 out of 633).

These tests have been given to the graduating classes of the past seven years. They employ questions based largely on problems and reading passages from the broad subject-matter fields of General Mathematics, Physical Sciences, Biological Sciences, Social Studies, Literature, Fine Arts, Effectiveness of Expression, and Vocabulary. They are designed to provide measures of general educational competence and have been widely used at the sophomore and senior levels in undergraduate colleges.

The test results are reported in standard scores based upon the performance of students tested in a selected sample of undergraduate colleges in various parts of the United States. A score of 500 represents the average on each test made by a nationwide sample of 3760 male and female college seniors in 1946.

The scores of successive USMA classes have maintained such a high degree of stability from year to year that no significant evidence appears from these tests to indicate any trend attributable to changes in admission procedures, curriculum, quality of faculty or students. Not unexpectedly, the cadets excel in the Mathematics and Physical Sciences tests and show to least advantage in the Fine Arts, in which they receive no formal instruction.

In their overall performance (General Educational Index) more than 93% of all cadets tested in the seven year period scored higher than the average of 5835 senior men from 48 institutions tested in 1952 (the last year for which such figures are available). Figures 1 and 2 summarize graphically the results of the tests.

The Educational Testing Service is discontinuing the Tests of General Education, effective this year. Beginning in 1955, a new set, known as Area Tests, will be offered in the fields of social science, humanities, and natural science. It is expected that the Military Academy will be able to participate in these tests, which are of considerable interest in our continual process of self-evaluation.

## 6. ACADEMIC INSTRUCTION

### a. Department of Electricity.

*Instruction:*—During the Academic Year 1953–1954, the Department of Electricity conducted courses of 159 periods in Electrical and Communications Engineering and 26 periods in Nuclear Physics for cadets of the Second Class (484 cadets). The year's work was divided into two parallel sub-courses; one covering Electrical Machines and Nuclear Physics, and the other Electrical Circuits and Communications. Except on days of lectures and written reviews, when the class attended as a whole, half of the class attended each sub-course daily, the two halves alternating recitations in the two sub-courses. After 29 March, when the course in Nuclear Physics ended, the two halves of the classes attended the sub-course in Electrical Circuits and Communications on alternate days. The course ended on 3 June 1954. Of the total of the 159 periods devoted to Electrical and Communications Engineering, 55 were devoted to Electrical Machines and 104 to Electrical Circuits and Communications.

The upper three sections of the total of ten, although proceeding on the same framework of assignments as the lower seven sections, were frequently given assignments which presented a more detailed or more mathematical treatment of the same subject. Near the end of the second term, cadets whose grades met a minimum requirement, pursued advanced study which included an introduction to the transistor, while those whose grades fell below the minimum took Written General Reviews. Approximately 30% of the class were given the advanced work. For the first time, a significant number of lesson assignments included representative problems, by means of which solutions and answers to typical problems to be encountered on the next lesson were presented in advance. This mechanism was sufficiently successful to warrant its adoption with increased emphasis during the next presentation of the course.

The course as a whole comprised 96 classroom recitations, 35 laboratory exercises, 21 lectures, and 33 written reviews. Two of the lectures were by visiting lecturers, the remainder by members of the Department.

In lieu of one recitation in Nuclear Physics, cadets of the first section visited Brookhaven National Laboratory, and those of the second and third sections the Columbia University Cyclotron Laboratories.

The following texts were used in the presentation of the course: *Fundamentals of Electrical Engineering* by Professor F. H. Pumphrey; *Fundamentals of Radio*, edited by Dean W. L. Everitt, University of Illinois; *Introduction to Atomic Physics* by Professor O. Oldenberg, Harvard University; and *Laboratory Experiments — Circuits and Machinery, Laboratory Experiments — Electronics, Supplementary Text in Electricity*, by the Department of Electricity, USMA.

*Equipment*:—From Fiscal Year 1954 funds, the Department acquired a closed circuit television system which will enable the presentation (either on a 21 inch kinescope or on a 9 by 12 foot screen) of a number of lecture demonstrations whose small physical size precludes a direct view by a large audience. A second major addition was a panoramic receiver and oscilloscope which will permit the visual demonstration of the frequency components of modulated waves. Other equipment augmentations included: 10 five-inch oscilloscopes for section room use; 40 additional demonstration circuit panels for the departmental electronic demonstrations; 1000 rubber cord handles as replacements for the less safe wooden handles previously in use; 5 ten-inch diffusion cloud chambers; and a scintillation counter with neutron head. The Department is now equipped to demonstrate the existence and behavior of the fundamental nuclear particles very effectively.

*Personnel*:—During the Fiscal Year 1953, one or more officers of the department attended courses or symposia as follows: The Transistor Short Course, Pennsylvania State College; Nuclear Physics, Columbia University; Electronics and Communications, University of Michigan; Television, New York University; Capabilities and Effects Course, Fort Leavenworth, Kansas; Weapons Orientation Course, Sandia Base; Atomic Energy Indoctrination Course, Maxwell Air Force Base; and the Air-Ground Operations School, Southern Pines, N. C. Three officers of (or scheduled to join) the Department attended full time courses of instruction at Purdue University, 2 in Electrical and Communications Engineering and 1 in Nuclear Physics, leading to the Degree of Master of Science. In June of 1954, one officer was assigned on temporary duty for sixty days

for research experience in nuclear instrumentation at the Brookhaven National Laboratory. One or both of the professors of the Department attended national or regional meetings of the American Association of Physics Teachers, The American Physical Society, and the Institute of Radio Engineers.

The Head of the Department served as a member of a committee of the Middle Atlantic Association of Colleges and Secondary Schools for the evaluation of the Pennsylvania Military College for accreditation. He represented the Military Academy at a conference of college and university representatives at the Brookhaven National Laboratory called to explore ways and means whereby Brookhaven can better serve educational institutions in the Northeast. He made educational visits to Bowdoin College as a member of the Examining Committee of the Board of Overseers of that institution, and delivered the principal address at the ceremony connected with the commissioning of the 1954 graduates of the Bowdoin ROTC course. In connection with his attendance at the Weapons Orientation Course at Sandia Base, he visited the University of New Mexico at Albuquerque and took part in a special meeting of the American Physical Society devoted to recent developments in Nuclear Physics.

Colonel James W. Green, Jr., continued his service as a member of the subcommittee on Electrical Communications Definitions of the American Standards Association. During the late summer of 1953 he served as a consultant in connection with the Signal Corps Development Project "Wolverine" at the University of Michigan. He acted as chairman of a Board of Officers appointed to study the USMA curriculum and report thereon to the Curriculum Committee in connection with certain recommendations of the 1953 Board of Visitors. This duty led him to visit the Naval Academy for discussions with members of the Academic Board and Faculty at that Academy.

Under the specific direction of Lt. Colonel R. D. Terry, Associate Professor, the Department sponsored the preparation of technical papers by cadets of the First and Second Classes for presentation at the Eastern Colleges Science Conference at Brooklyn College, Brooklyn, N. Y. Five cadets completed papers of sufficient excellence for presentation and attended the conference for that purpose.

In connection with the June Week Open House in the laboratories of the Department, cadets of the Second Class were used for the first time as guides and demonstrators on a volunteer basis. This innovation proved most successful.

#### **b. Department of English.**

During the year 1953-1954, the Department of English conducted courses as follows:

##### *Fourth Class*

|                     |                                   |
|---------------------|-----------------------------------|
| 8 September 1953 to | —Composition, Selected Readings,  |
| 3 June 1954         | Speaking, and Research Procedures |
|                     | (89 lessons)                      |

##### *Texts:*

*The Century Collegiate Handbook*, Greever, Jones, & Jones

*Great Modern Short Stories*, Bennett Cerf, ed.

*A Handbook of Public Speaking*, John Dolman, Jr.

*John Brown's Body*, Benét

*Shakespeare, Complete Plays and Poems*, Neilson & Hill, eds.

*Six Modern American Plays*

*Thought and Experience in Prose*, Thompson & Hicks, eds.

*Webster's New Collegiate Dictionary*

*Third Class*

24 November 1953 to —Literature  
3 November 1954 (62 lessons)

*Texts:*

*Babbitt*, Sinclair Lewis  
*Chief Modern Poets of England and America*, Sanders & Nelson, eds.  
*Chief Patterns of World Drama*, Clark, ed.  
*Darkness at Noon*, Arthur Koestler  
*Literature in English*, Russell, Wells, & Stauffer, eds.  
*The Rise of Silas Lapham*, William D. Howells  
*Shakespeare, Complete Plays and Poems*, Neilson & Hill, eds.

*First Class*

8 September 1953 to —Advanced Exposition  
23 November 1953 (27 lessons)

*Texts:*

*The Age of Danger*, Harold F. Harding, ed.  
*Shakespeare, Complete Plays and Poems*, Neilson & Hill, eds.  
*Modern Minds*, Jones, Ludwig, & Perry, eds.  
*Nineteen Eighty-Four*, George Orwell  
*Webster's New Collegiate Dictionary*

*Fourth Class Course*

The objective of the Fourth Class was to develop clear, logical, and forceful self-expression. All the work of the course—themes, speeches, reading assignments, and class discussion—was directed toward this end.

During the course, the cadet read twenty-nine essays, two short stories, three plays, and one epic poem, in addition to two books of his own choice for oral and written book reviews. He gave five speeches and wrote four one-paragraph themes, fourteen six-hundred-word themes, and two research papers: one of 1500 words and one of 2500 words.

Each cadet theme involved not merely a reading assignment, but a combination of reading, writing, and discussion. The fundamentals of grammar and the basic concepts of composition were taught by discussion. First, the general concept—unity, for instance—would be discussed in class. The cadets would then write a composition with particular emphasis on unity. Finally, after the themes had been corrected, the instructor would discuss the success or failure of the class in applying the concept of unity to their writing. Theme-discussion periods were held for every assigned composition. In these periods the instructor would slant his discussion toward the major weaknesses revealed in the writing of the particular composition.

Except for the initial personal experience theme, the cadet's writing was based on reading assignments. Aside from the book review, he was required not to make a literary judgment, but to define or criticize some idea taken from his reading. The emphasis lay on his ability to evaluate an idea, to support his evaluation, and to express it clearly, logically, and forcefully.

A similar attempt was made in the speech course to relate speaking to reading. In the preliminary narrative speech, the cadet was merely introduced to the problems of facing an audience. But in the succeeding speeches, such as the speech

to inform, the speech to convince, and the oral book review, the cadet was asked to draw on the assigned reading of the course, the reading he had done for his research paper, and his reading of a book of his own choice.

In November the first three sections were designated as special course sections. The cadets in these sections were given advanced assignments which complemented the work of the regular course. Their reading was increased by eight plays and nine short stories. The amount of writing remained the same as in the regular course, but the scope of theme topics was expanded to include the additional reading. In the discussion periods, emphasis was shifted from mechanics and theme structure, of which the advanced cadets had already demonstrated their knowledge, to the ideas in the plays and short stories.

### *Third Class Course*

The two major objectives of the Third Class course were to help the cadet acquire a knowledge of the world's great literature so that he would be more capable of enlightened leadership, and to continue his training in the kind of expository writing that he would use in his professional career.

Within the framework of poetry, prose, and drama, the literature course emphasized three major relationships possible to man: (1) Man and Nature, (2) Man and his Fellow Man, and (3) Man and God. Every opportunity was taken to make the cadets aware of the bearing of great literature upon the continuing problems of humanity.

The course consisted of sixty-two lessons in which the cadets read, discussed, and wrote about the literature of western civilization from ancient Greece to the present day. The poetry included selections from Chaucer, Shakespeare, Milton, Pope, Burns, Wordsworth, Shelley, Keats, Whitman, Tennyson, Browning, Hardy, Kipling, Yeats, Robinson, Frost, and Eliot. The prose included selections from the Bible and from Swift, Franklin, Gibbon, Burke, Carlyle, Emerson, Hawthorne, Howells, Lewis, and Koestler. The drama included plays by Euripides, Shakespeare, Ibsen, and Galsworthy. In addition, each cadet was required to write five themes, including a formal book review.

Cadets who demonstrated a firm understanding of the material in the course were excused from the Written General Reviews in order to study Eugene O'Neill's *The Hairy Ape*.

### *First Class Course*

The objectives of the First Class course were (1) to improve the ability of First Classmen to communicate effectively, both in speaking and in writing, and (2) to develop their skill in logical analysis and criticism through the study of current problems.

The first objective was attained through theme writing and through classroom discussion of the daily reading assignments. The value of the written assignments was enhanced by the writing-workshop periods in which the errors noted in a particular group of themes were discussed by the instructor.

The second objective of the course—to improve the student's skill in logical analysis and criticism—was accomplished through an intensive reading program. The problems considered were drawn from four areas: education, humanism and religion, contemporary affairs, and the individual's relationship to society.

*Lectures:*—The Department of English scheduled lectures as follows:

- To the Fourth Class—2 by professors of the Department  
2 by visiting lecturers
- To the Third Class —2 by professors of the Department  
2 by visiting lecturers
- To the First Class —1 by a visiting lecturer

*Department Library:*—Approximately 300 new books were accessioned by the library.

*Extra-Departmental Activities:*—The Deputy Head of the Department spent six weeks during the summer of 1953 visiting various colleges and universities throughout the country for the dual purpose of studying their English curricula and of conducting research.

The Head of the Department continued active work with the Committee on College English for Non-Major Students (a committee of the National Council of Teachers of English).

Three instructors from the Department attended the annual convention of the Speech Association of America held in New York City on 28, 29, and 30 December 1953. There they discussed educational problems with leading authorities on the teaching of speech with a view to applying any useful ideas to the Fourth Class speech course.

The Associate Professor in charge of First and Third Class English and the Assistant Professor in charge of Third Class English attended the 68th Annual Meeting of the Modern Language Association of America in Chicago on 28, 29, and 30 December 1953. By attending conferences and talking with teachers and scholars, they were brought up to date on the latest research in topics of interest to the Department of English.

During the summer of 1953, two officers of the Department were on temporary duty with the Department of Tactics assisting in the field training of cadets at Camp Buckner. Throughout the academic year one of the Assistant Professors served as Officer in Charge of the cadet magazine, *The Pointer*. He was assisted by two instructors who served as faculty advisors to the cadets on *The Pointer* staff.

The Cadet Literature Seminar continued active under the guidance of the Deputy Head of the Department.

*Publications:*—During the past year, the Assistant Professor in charge of the Third Class course published two books—*Tales of Suspense*, a collection of the short stories of Wilkie Collins, and *The Stolen Train*, a Civil War story for boys—and contributed an article, "Wilkie Collins and the American Theatre," to *Nineteenth-Century Fiction*.

*Instructor Training:*—During 1953–1954, four officers took graduate training at Columbia University in preparation for assignment as instructors in the Department of English. Of these, Captain R. J. Lamb and Captain L. E. Surut earned the degree of Master of Arts. Three officers already assigned to the Department—Lieutenant Colonel D. E. Halpin, Major H. S. Walker, and Major W. F. Malone—also received their M.A. degrees. Seven officers took part-time graduate courses at Columbia during the spring and fall terms.

c. Department of Foreign Languages.

The Department conducted instruction in the same five languages during the year, the objective continuing unchanged, viz: to give each cadet a practical proficiency in one language and an acquaintance with the culture of its speakers.

The relative size of the language study groups at the close of the year was as follows:

|                  | Third Class<br>(124 hours) | Fourth Class<br>(90 hours) |
|------------------|----------------------------|----------------------------|
| French .....     | 121                        | 114                        |
| German .....     | 87                         | 109                        |
| Portuguese ..... | 41                         | 57                         |
| Russian .....    | 92                         | 98                         |
| Spanish .....    | 157                        | 226                        |
|                  | <hr/> 498                  | <hr/> 604                  |

It was possible to give each member of the entering class his first or his second choice in the languages, with the exception of two cadets who had a record of several years of language study prior to their entry into the Military Academy.

Speaking and aural comprehension were stressed throughout the year in both the Third Class and Fourth Class courses, but some exercise was provided daily in reading and writing. A proper balance appears to have been maintained among the several language skills.

Especially active during the year was the program of revising or replacing texts to obtain maximum advantage to the second phase of the objective quoted above, i.e., acquaintance with the culture of the language. The beginning text in Spanish has been completely revised in its reading portions in order to present materials dealing with Spanish life and the geography and history of Spain. The locally-written introductory text in French is being replaced by a similar text prepared and published by the Alliance Française in Paris, so that the French student will find himself at once in a native atmosphere. And the German grammar to be used in the Third Class course is one prepared in Germany for foreigners wishing to learn that language.

Imagination and curiosity are two valuable aids to language learning and every effort is made to develop the one and to stimulate the other. Readings from contemporary newspapers and magazines, and interpreter sessions where cadets act as interpreters of a conversation, have proven especially interesting during the year. The Department also maintains very close contact with the cadet language clubs whose programs are described elsewhere in this report; those programs have been well-chosen, while that of the Spanish Club for the year just ended has been outstanding.

Colonel Calimerio Nestor dos Santos of the Brazilian Army and Major Juan Antonio de la Fuente of the Mexican Army served with the Department throughout the year. Their aid in the teaching of their native languages has been noteworthy, and their military qualities and friendly camaraderie have earned the respect and admiration of all their associates.

During the year one officer visited Harvard, Yale, Princeton, Brown and Cornell, making a comparative study of language-teaching methods at those universities. His findings included the one that none of their methods surpassed those of the Military Academy in effectiveness. Professor Kurt Roderbourg of the United States Naval Academy and Dr. Tiller, civilian instructor in this Depart-

ment, exchanged visits during the year, each one observing the methods at the other Academy and each one addressing the students of the other in German.

One professor completed the requirements for and received the degree of Master of Arts from Columbia University. One professor participated in an international seminar at Harvard University in August of 1953. Ten officers pursued advanced studies at Middlebury College or at Columbia University and one of them at the close of the year was on leave in France and Spain making further language studies. The Department was represented at the Northeast Conference on the Teaching of Foreign Languages, at Brown University, and also at the meetings in New York of the American Association of Teachers of Slavic and East European Languages.

#### d. Department of Law.

Instruction in Law was given to all members of the First Class on alternate week days throughout the academic year. The course, consisting of 90 classroom hours with an equivalent amount of time spent in preparation, was divided into five sub-courses covering the fundamental principles of Elementary Law, Criminal Law, Constitutional Law, Evidence, and Military Law. The sub-course last mentioned culminated in the trial of two moot court cases in which each cadet actually performed some duty connected with a court-martial. An opportunity was also afforded all First Classmen to attend, as spectators, actual trials held on the Post.

All instruction in Military Law was based upon the new Uniform Code of Military Justice. *The Manual for Courts-Martial, United States, 1951*, was used as a text in this course and copies of this and other pertinent Department of the Army publications were issued to each cadet. In addition, the recently released Army training film (TF 15-1920) on the Uniform Code was received in time to be shown during the course. Instruction was also given on The Geneva Conventions of 12 August 1949, as prescribed by Department of the Army Pamphlet No. 20-151.

During the year, the Professor of Law made liaison visits to the Office of The Judge Advocate General, the Army Judge Advocate General's School at Charlottesville, Virginia; the Air Force Judge Advocate General's School at Maxwell Air Force Base, Alabama; and ten of the leading civilian law schools in the East and South. He also attended the annual meetings of the following associations which were held in Boston, Massachusetts, during the week of August 23-28, 1953: American Bar Association, Judge Advocates Association, and George Washington Law Association. The Associate Professor of Law and his replacement both attended a conference of Judge Advocates from all major commands throughout the world which was held at the Judge Advocate General's School during the week of September 28-October 2, 1953. The Department of Law was visited by Major General E. M. Brannon, The Judge Advocate General of the Army, on November 16-17, 1953, and by Colonel C. L. Decker, JAGC, Commandant of the J.A.G. School on April 1-2, 1954.

Two new instructors have been selected and ordered to report from overseas stations prior to the new academic year. Both of them are graduate lawyers and members of the Bar of the highest court of some State. All commissioned personnel of the Department are now similarly qualified, the teaching personnel during the past year consisting of officers who hold degrees from fifteen different colleges and universities.

e. Department of Mathematics.

**Recitations and Hours of Instruction.**—Instruction in mathematics was given daily (6 days a week) to members of the Fourth Class (1957) and on alternate days (3 days a week) to members of the Third Class (1956). Recitation periods were 1 hour and 20 minutes in length. This represents 424 hours devoted to mathematics during the cadet's first two years at West Point, or approximately 14 percent of the time devoted to all academic subjects during the four year course. During the Fourth Class year alone, approximately 44 percent of the cadet's instructional time is devoted to mathematics; and during the Third Class year approximately 18 percent.

The 1953-54 Mathematics Course in terms of recitations, hours and percentage of time devoted to subjects was as follows:

|   | Number of<br>Recitations |
|---|--------------------------|
| <b>FOURTH CLASS (1957)</b>                |                          |
| Algebra .....                             | 31                       |
| Slide Rule .....                          | 5                        |
| Plane Trigonometry .....                  | 35                       |
| Solid Geometry .....                      | 24                       |
| Spherical Trigonometry .....              | 7                        |
| Analytic Geometry .....                   | 76                       |
| Calculus .....                            | 33                       |
| Lecture (History of Mathematics).....     | 1                        |
| Total 4th Class .....                     | 212                      |
| <b>THIRD CLASS (1956)—Upper Sections*</b> |                          |
| Algebra .....                             | 1                        |
| Calculus .....                            | 54                       |
| Differential Equations .....              | 26                       |
| Statistics .....                          | 23                       |
| Lectures .....                            | 2                        |
| Total .....                               | 106                      |
| <b>THIRD CLASS (1956)—Lower Sections*</b> |                          |
| Algebra .....                             | 1                        |
| Calculus .....                            | 66                       |
| Analytic Geometry .....                   | 2                        |
| Differential Equations .....              | 11                       |
| Statistics .....                          | 24                       |
| Lectures .....                            | 2                        |
| Total .....                               | 106                      |

**FOURTH CLASS**

**Texts.**

*College Algebra*—Keller

*Slide Rule Manual*—Kells, Kern and Bland

\*Just prior to the Fall Term written general reviews, the Third Class was divided into an upper and a lower group based on order of merit in Third Class Mathematics at that time. The upper sections were exempted from all written general reviews. The time thus gained was devoted to a special upper section course in differential equations.

*Plane Trigonometry*—Corliss and Berglund  
*Solid Geometry and Spherical Trigonometry*—Leighton  
*How to Study—How to Solve*—Dadourian  
*Handbook of Engineering Fundamentals*—Eshbach  
*New Analytic Geometry* (Alternate Edition)—Smith, Gale and Neeley  
*Elements of Calculus*—Granville, Smith and Longley

### THIRD CLASS

*Elements of Calculus*—Granville, Smith and Longley  
*College Algebra*—Keller  
*Handbook of Engineering Fundamentals*—Eshbach  
*Introduction to Statistical Analysis*—Dixon and Massey  
*Differential Equations*—Yates

In addition, the above listed texts were supplemented by Special Topic Memorandums prepared and published by the Department of Mathematics. During the year, the Department revised four Special Topic Memorandums and published one new Special Topic Memorandum.

*Differential Equations*, by Yates (written by the Associate Professor in charge of Third Class Mathematics) was used by all upper Third Class sections. The lower sections used *Elements of Calculus* by Granville, Smith and Longley for their Differential Equations Course.

*Sizes of Classes.*—The Fourth Class (1957) decreased in strength from 734 to 627. The Third Class (1956) decreased in strength from 537 to 508.

*Training Aids.*—The Training Aids committee designed a three-dimensional model illustrating visually the real and complex roots of a third degree equation and had it manufactured by the Navy Special Devices Center at Port Washington, Long Island, New York.

A member of the Department designed a simulated reticle which illustrates the mil relationship with an Artillery Forward Observer's problem. The Post Photo Laboratory prepared thirty copies of this training aid for use in teaching Fourth Class Mathematics.

The Training Aids committee investigated various techniques of producing colored transparencies for use with the Vu-Graph. The committee has also begun a study of possible plastic models illustrating multiple integration.

*Military Applications.*—The Military Applications Committee maintained surveillance over the Department's library of Field Manuals and Technical Manuals to assure that authentic modern military applications of mathematics are integrated into the course in the form of problems suitable for use in Mathematics Classes.

The Committee's review of seventeen publications yielded three new military applications suitable for problems and one interpolation to a current textbook.

In the course in Mathematical Statistics, a series of new problems was developed, based on gunnery and bombardment.

The Committee also established a numbering system for writ cards, and visibly indexed those problems which demonstrated military applications of mathematics.

*The Cadet Mathematics Forum.*—The Cadet Mathematics Forum held a series of nine meetings during the year. Membership in the Forum is restricted to a

maximum of forty cadets of the First and Second Classes, thus including only cadets who have completed the formal course in pure mathematics. The purpose of the Forum is to provide for interested cadets a medium for guided study in higher mathematics.

Ten First and Second Class cadets participated in an educational trip on 23 March, 1954, to International Business Machines, Inc., at Poughkeepsie, New York. The program covered the operation and manufacture of electronic computers.

*Correlation of Mathematics Instruction with Instruction in other Departments.*—Continuing studies were made to assure close correlation between instruction in mathematics and instruction in subjects taught by other Departments. Tables showing relations between topics in the mathematics texts and topics in the textbooks in physics, electricity and mechanics, were issued to all instructors. The purpose of these correlative tables is to provide instructors with a ready means of illustrating to cadets the direct application of mathematics to other academic subjects taught at the Military Academy. The tables are reviewed and revised annually.

*Lectures by the Department.*—Cadets of the Fourth Class attended a lecture on the "History of Mathematics" by Lt. Col. C. K. Charbonneau, and the cadets of the Third Class received two lectures: one on "Some Plane Motions" by Maj. L. G. Gamble, and another on "Hyperbolic Functions" by Col. R. C. Yates.

*Instructional Staff.*—At the beginning of the academic year, the academic staff of the Department totaled 37 members, consisting of 2 Professors, 2 Associate Professors, 5 Assistant Professors, and 28 Instructors, all commissioned officers on active duty. Of these, 25 were from the Army and 12 from the Air Force. Members who received their undergraduate training at West Point numbered 31, the remaining 6 having graduated from civilian institutions. Subsequently 36 had completed courses in graduate schools of the armed forces, and 29 had pursued graduate studies in 36 different civilian institutions. A total of 16 had earned graduate degrees in mathematics, engineering, or education—1 Doctorate and 15 Masters.

*Training of Instructors.*—The 12 instructors who joined the Department during the summer of 1953 took a refresher course covering all subjects taught to cadets of the Fourth Class, plus a partial advance into the Calculus taught to the Third Class. Their refresher course covering all subjects of the Third Class year will be given during 1954-55. These instructors also attended a demonstration class in which experienced instructors acted roles as cadets. This demonstration presented typical classroom situations and methods of handling them.

Refresher courses in Statistics and Calculus, Third Class subjects, were conducted for instructors who had joined the Department in previous years.

All instructors attended a lecture course conducted by the officers of the Department.

During the year, four officers scheduled to join the Department for the 1954-55 Academic year took graduate courses at civilian institutions. Three of these officers worked towards Master's Degrees in Mathematics, one at Rensselaer Polytechnic Institute and two at Columbia University. The remaining officer worked towards a Master's Degree in Engineering at Harvard.

Two reserve officers, Captain Paul W. Gilbert and Captain Earl F. Myers, whose mobilization assignment is Instructor, Department of Mathematics, were

recalled to active duty for short periods, during which they pursued a carefully designed program of instructor-training.

*Military Training of Instructors.*—In addition to their purely academic duties, members of the Department have pursued studies designed to keep them abreast of current military developments. Four officers attended the Air-Ground School at Southern Pines, North Carolina. Five officers attended the Special Weapons Orientation Course at Fort Bliss, Texas. One officer attended a fire power demonstration at Eglin Air Force Base, Florida. Four officers attended the Special Weapons Course at Maxwell Air Force Base, Alabama. One officer attended the Armor Refresher Orientation given by the Combat Arms Detachment.

*Open House.*—The Department maintained an Open House on 28 December 1953 for visiting relatives and friends of cadets. A typical section room, copies of texts, mathematical models, and other training aids were exhibited. Approximately one hundred visitors were escorted by seventeen cadets who explained the displays and answered questions concerning the exhibit.

*Department Library.*—Approximately two hundred and forty-four new books were added to the Department Library.

*Publications by Members of the Department.*—The following articles by members of the Department were published during the year:

- “Solving Symmetric Equations”—Col. R. C. Yates  
(School, Science and Mathematics—March 1954)
- “Differentiating the Logarithm”—Col. R. C. Yates  
(American Mathematical Monthly—February 1954)
- “Euclidean Constructions”—Col. R. C. Yates  
(The Mathematics Teacher—April 1954)
- “Appendix to Eshbach”—Major L. G. Gamble  
(The Pointer—April 1954)

*Extra-Department Activities.*—During July, the Head of the Department attended the Air Fire Power Demonstration and inspected Climatic Research activities at Eglin Air Force Base, Florida. In November, in his capacity as Chairman, Committee on Admissions, he visited the Educational Testing Service, Princeton, New Jersey to review the 1954 USMA Entrance Examinations and to consider plans for new types of examinations and testing of results. He also visited the Engineer Research and Development Laboratories, Fort Belvoir, Virginia, for the purpose of conferring on the requisites in the mathematical education of officers on duty at those installations. In March he visited Pennsylvania Military College as a member of the Middle States Association of Colleges and Secondary Schools charged with evaluation of P.M.C. for accreditation in the Association. On 25–26 March he conferred in Washington, D. C., with the Assistant Chief of Staff G-2 and the Adjutant General on matters connected with procedures for admission to U.S.M.A. On 7 April the Head of the Department and Mr. R. T. Timbers, Registrar, attended the bi-annual meeting of the College Entrance Examination Board in New York City. The Head of the Department supported a resolution, introduced at the meeting by the Executive Committee of the College Entrance Examination Board and subsequently adopted, admitting the United States Military Academy to privileges of membership on the Board, subject to formal action by the United States Military Academy and the

Department of the Army. The Head of Department attended the annual meeting of the Upper New York State Division, Mathematical Association of America at the New York State Teachers College, Albany, New York on 1 May. He conferred on 6 May with officers of the U. S. Air Force Academy Planning Group, Washington, D. C., on admissions procedures for the proposed Air Force Academy. On 28 May the Head of Department represented the USMA at the 68th Commencement Exercises of the U. S. Coast Guard Academy, New London, Connecticut.

The Deputy Head of the Department attended the Thirty-Fourth Summer Meeting of the Mathematical Association of America, held at Kingston, Ontario, 31 August and 1 September. This was a joint meeting held concurrently with meetings of the American Mathematical Society, the Canadian Mathematical Congress, the Institute of Mathematical Statistics, and the Econometric Society. In March he gave a talk on recent developments at the Military Academy to the West Point Society of Chicago at its Annual Founders Day Dinner on 20 March.

The Associate Professor in charge of Third Class Mathematics was visiting Professor at Teachers College, Columbia University, during the 1953 Summer Session. He attended the Louisiana Institute for Teachers of Mathematics, Baton Rouge, La., on 20 June, and the Northeastern Mathematics Institute at Colby College, Maine, 21–26 August. In October he gave an invited lecture to the New York State Mathematics Association in Albany. During November he gave lectures at Vassar College and at Montclair State Teachers College. He attended the meetings of the Mathematical Association of America in Baltimore on 29, 30 and 31 December. He gave two lectures to the North Carolina State Teachers Conference in Chapel Hill in March. He also attended the New York Sectional meeting of the Mathematics Association of America at St. Johns University, Brooklyn. He lectured on 3 April to the Illinois State Teachers Association at Bloomingdale, Illinois, and on 20–21 April to the Ontario Teachers Association in Toronto, Canada. During the period 14–18 June he attended the conference of the American Society for Engineering Education at the University of Illinois, Urbana, Illinois.

One officer of the Department attended an Air Force conference at Maxwell Air Force Base.

Two officers of the Department attended a meeting of the Mathematical Association of America in Baltimore, Maryland, on 29, 30, 31 December.

One officer of the Department attended the annual meeting of the Association of Mathematics Teachers of New York State at Albany, New York, 8–11 June.

#### *f. Department of Mechanics.*

During the academic year 1953–54, the Department conducted courses for the Second Class (Class of 1955—482 cadets) as follows:

|                                  |             |                    |
|----------------------------------|-------------|--------------------|
| Engineering Mechanics .....      | 65 periods— | 9 Sept. to 24 Feb. |
| Mechanics of Materials .....     | 40 periods— | 25 Feb. to 3 June  |
| Thermodynamics .....             | 44 periods— | 9 Sept. to 19 Dec. |
| Thermodynamics Laboratory .....  | 13 periods— | 4 Jan. to 2 Feb.   |
| Fluid Mechanics .....            | 42 periods— | 5 Feb. to 30 Apr.; |
|                                  |             | 25 May to 2 June   |
| Fluid Mechanics Laboratory ..... | 5 periods—  | 1 May to 22 May    |

This Department teaches two courses: Mechanics of Solids, consisting of Engineering Mechanics and Mechanics of Materials; and Mechanics of Fluids, consisting of Thermodynamics and Fluid Mechanics. Half the class attended Mechanics of Solids and the other half attended Mechanics of Fluids each day, alternating daily, except on days of written reviews when the whole class attended the review in either Mechanics of Solids or Mechanics of Fluids.

The upper sections (approximately 30% of the class) took advance work in lieu of Written General Reviews. In Engineering Mechanics, the upper group studied Graphical Solutions of Force Systems and Simple Harmonic Motion and Free Vibrations. In Mechanics of Materials, the upper group performed four laboratory experiments.

The advance work in Thermodynamics consisted of heat transfer (three lessons), two special problems, one on heat transfer through buildings and the other on heat exchangers and the atomic energy application to heat-power cycles; and a 4 hour field trip to the Texaco Research Laboratories in Beacon, N. Y. In Fluid Mechanics, it consisted of a special water supply problem involving determination of adequacy of water supply and design of dam for reservoir; design of turbine and intake pipeline; design of the open channel from outfall of the turbine to the impounding reservoir; design of measuring device; and design of the distribution pipeline from impounding reservoir to the distribution system. In addition, there was a special problem in the design of a supersonic wind tunnel. It also included a Stream Gaging Exercise on Popolopen Creek.

During the year, one Otto cycle, single cylinder, internal combustion engine was installed in the Thermodynamics Laboratory as a replacement for a multi-cylinder engine. This engine is so constructed and instrumented that the effect of such variables as compression ratio, fuel-air ratio, ignition timing and speed upon power output can be observed both qualitatively and quantitatively. One torsion testing machine, having a capacity of 10,000 inch-pounds and the ability to test specimens up to one inch in diameter, was installed in the Materials Laboratory as an addition to existing equipment. Also, in the same laboratory, one used universal testing machine was completely rebuilt and installed to supplement existing equipment. This machine has a capacity of 30,000 pounds and can be used for tension, compression, column and beam tests of engineering materials. The basement area, used for hydraulic machinery and originally designed as storage space, was completely renovated to provide suitable space for the Fluid Mechanics Laboratory. Six pump test stands were designed, fabricated and installed in this laboratory area. These units facilitate the rapid verification of the basic laws and characteristics pertaining to hydraulic machinery.

Educational trips were made by members of the Department to:

- Annual Meeting, ASEE, Urbana, Ill.
- Air Indoctrination Course, Eglin AFB, Fla.
- Trip with 24 First Classmen to Royal Military Academy, Sandhurst, England, and to Army Installations on European continent.
- Rumford Bicentennial Summer School on Theoretical Thermodynamics, Massachusetts Institute of Technology, Cambridge, Mass.
- Institute of Aeronautical Sciences Meeting on Undergraduate Engineering Education, New York, N. Y.
- Special Weapons Orientation Course, Sandia AFB, N. M.
- USAF Orientation, Maxwell AFB, Alabama
- Special Weapons Course, Fort Bliss, Texas

Air-Ground OS, Southern Pines, S. C.  
 Brookhaven Laboratory, Long Island, N. Y., with First Classmen  
 Annual Meeting, ASME, New York, N. Y.  
 Spring Meeting, Middle Atlantic Section, ASEE, Lafayette College,  
 Easton, Pa.  
 Base Instrument School, Maxwell AFB, Alabama

*g. Department of Military Art and Engineering.*

The department conducted two courses for the First Class (636 cadets): History of Military Art and Military Engineering.

*History of Military Art.*—The periods allotted to each part of the course were as listed below:

|   |    |
|---|----|
| Background material .....                   | 3  |
| Great Captains Before Napoleon .....        | 3  |
| Napoleon's Campaigns .....                  | 15 |
| American Civil War .....                    | 18 |
| World War I .....                           | 17 |
| Reading of a book on Military History ..... | 3  |
| World War II .....                          | 42 |
| Operations in Korea .....                   | 2  |
| Final lecture .....                         | 1  |

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The following texts were used:

*Napoleon as a General*, Wartenburg  
*American Campaigns*, Steele  
*A Short Military History of World War I*, Stamps and Esposito (editors)  
*A Military History of World War II*, Stamps and Esposito (editors)  
*Summaries of Selected Military Campaigns*, Dept. of M.A.&E.  
 3 monographs published by the Department

Lectures on the great leaders of history were continued. A large number of films on World War II were shown, as well as a documentary film on World War I and a film on operations in Korea. Extensive use was made of terrain models. Several displays of weapons and equipment obtained from the U.S.M.A. Museum were also exhibited and explained during the year.

The planning and organization of the work to be done in revising the World War II texts was accomplished. This revision will be based upon the Department of the Army histories now in process of publication, as well as other books and official data now becoming available. The actual rewriting work will begin in the summer of 1954. It is anticipated that the entire project will be completed in 1958.

*Military Engineering.*—The periods allotted to each part of the course were as listed below:

|                           |    |
|---------------------------|----|
| Orientation lecture ..... | 1  |
| Structural Analysis ..... | 48 |
| Structural Design .....   | 34 |
| Army Engineering .....    | 21 |

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The subjects included in the sub-course in Army Engineering were military bridges, roads, field fortifications, design of concrete mixtures, airfields, demolitions, camouflage, permanent fortifications, and construction in war.

The following texts were used:

*Theory of Simple Structures*, Shedd and Vawter  
*Design of Modern Steel Structures*, Grinter  
*Steel Construction Manual*, American Institute of Steel Construction  
 FM 5-10, *Routes of Communication*, 1948  
 FM 5-10, *Construction and Routes of Communication*, 1944  
 FM 5-15, *Field Fortifications*  
 FM 5-20, *Camouflage*, and supplements  
 FM 5-25, *Explosives and Demolitions*  
 Various Department pamphlets

After the first two months, the upper sections were given a more advanced course than the lower sections. Their course included five periods of reinforced concrete design. Throughout the year extensive use was made of models and other training aids.

*Visits and Other Activities of Department Personnel.*—During the year officers of the Department visited other educational institutions. Colonel V. J. Esposito delivered lectures at the National War College, Industrial College of the Armed Forces, and at a meeting of the American Military Institute. He continued his work with the Weapons System Evaluation Group, Department of Defense, to which he was assigned as a consultant. Colonel Stamps delivered a lecture at the Army War College and continued his activities as a member of the Advisory Committee to the Office, Chief of Military History, Department of the Army.

#### **h. Department of Military Hygiene.**

The Department of Military Hygiene presented a total of 35 hours to all four classes of the U. S. Corps of Cadets. Twenty-one hours were presented under the auspices of the Academic Department, and 14 hours under the Department of Tactics. Each course description is set forth below.

#### **FOURTH CLASS**

*First Aid, Sanitation and Hygiene.*—This course was taught under the auspices of the Department of Tactics. The cadet was taught how to take care of himself and others in routine first aid and emergency situations which arise in the garrison and on field exercises. He was further instructed in how to use sanitary devices in the field. This latter phase prepared him for the five-day road march.—7 hours. The lectures of this course were presented by local personnel.

#### **THIRD CLASS**

*Military Sanitation.*—This course was conducted under the auspices of the Department of Tactics at Camp Buckner. The purpose was to train cadets in the sanitary and health problems which confront the small unit commander under field conditions. It included selection of bivouac sites, the maintenance thereof, water discipline, waste disposal, and insect and rodent control from the unit commander's viewpoint. He was further instructed in the sanitary and

health implications of arctic and tropical operations.—2 hours. The lectures of this course were presented by local personnel.

*Military Hygiene.*—The cadet received instruction in anatomy and physiology so that he may have some knowledge of the structure and function of the human body. He became familiar with the various categories of communicable diseases, how they attack the human anatomy and how a military commander can help to control these diseases. He was instructed in diet and nutrition, general care of the body and the factors within a given military environment which facilitate disease transmission.—15 hours. Nine lectures by guest speakers, 6 by local personnel.

#### SECOND CLASS

*Medical Field Problems.*—This course was conducted by the Department of Tactics. The cadet was instructed as to how the Army Medical Service provides the required support in order to cope with the problem of casualties. He was taught the organization, function and employment of medical units from forward echelon back to the division rear boundary in the infantry, armored and airborne divisions. He was further instructed in medical service in the Field Army, Communications Zone, evacuation to the Zone of the Interior, and medical service in the Zone of the Interior. In addition, he learned the medical problems confronting a commander in the event of atomic attack and how a commander would function from a medical support standpoint in a civil defense situation.—5 hours. The lectures of this course were presented by local personnel.

#### FIRST CLASS

*Military Medicine.*—The cadet was instructed in the broader aspects of military medicine, i.e., its strategic implications. He learned that there are diseases peculiar to certain geographic areas where we campaigned in the past and the influences of these diseases. He became familiar with the neuropsychiatric problem which in the past has caused a tremendous loss of manpower. Instruction was given in the function of the Surgeon on higher staff levels and his relationships with command. The cadet was also brought up to date on the latest accomplishments in the field of research and development in the Army Medical Service.—6 hours. All lectures of this course were presented by guest speakers.

#### i. Department of Military Topography and Graphics.

##### 1. Cadet Instruction.—

a. The Fourth Class Course consisted of Graphics I (Basic Engineering Drawing and Descriptive Geometry) during the first term and Graphics II (continuation of Descriptive Geometry and Engineering Drawing) during the second term. Advanced work was given to the upper quarter of the class. Thirteen lectures and nine instructional films on material directly pertaining to the course or on related subjects were interspersed throughout the course during the academic year.

b. The Third Class Course consisted of Military Topography I (Surveying) during the first term and Military Topography II (Map Reading, Map Interpretation, Military Sketching, Topographic Drafting, Terrain Study and Air Photo Interpretation) during the second term. Ten lectures and three instructional films on allied subjects were interspersed throughout the course during the Academic Year. Three of these lectures (Principles of Geology, Historical

Geology and Military Application of Geology) were again given by Mr. Finn E. Bronner, of the Office of the Chief of Engineers.

c. During the year the Department continued its recent innovation, the "stretch-out" method of instruction. Previous experience indicates that, due to prior schooling, a portion of the cadets enter West Point with considerably greater potential than the average. Therefore, for each phase of instruction, cadets are given a large series of problems of increasing difficulty and too numerous for the capabilities of even the most apt to complete within the allotted time. Each cadet solves as many problems of each phase as he is able. This method challenges the top men to demonstrate their superiority, while it trains the average in fundamentals.

d. A trip was made to the Hayden Planetarium, New York City, in April by the Third Class on a voluntary basis. Over two-thirds of the class took advantage of this trip and were presented with lectures and demonstrations by the Director of the Planetarium and his staff. Prior to the trip, two lectures in Astronomy were given to the entire Third Class at West Point by the General Manager and Chief Astronomer, Mr. J. M. Chamberlain, and the Associate Astronomer of the Planetarium, Mr. T. D. Nicholson.

e. Throughout both Third and Fourth Class courses, emphasis was given to the wide application of the subjects taught in this Department within all branches of the Armed Forces and American industry.

f. In addition to the regular academic schedule, the Department conducted the following courses:

- (1) Elementary Map Reading during the fall of the year to the Fourth Class. This course was conducted for the Department of Tactics.
- (2) A practical field map reading exercise at the Proctoria maneuver area for the Third Class as a part of the Department of Tactics' summer training program.
- (3) A Map Reading refresher course during the spring term to the First Class for the Department of Tactics.

g. Texts used in the regular academic courses:

(1) Graphics:

*Engineering Drawing*, 7th Edition, by T. E. French and accompanying instructional films.

*Practical Descriptive Geometry* by H. E. Grant.

References prepared by the Department.

"Map Projections," Dept. of M.T.&G.

"Design Sketching," Dept. of M.T.&G.

(2) Military Topography:

*Elementary Surveying* by W. C. Taylor.

Surveying Field Notebook—by Dept. of M.T.&G.

Department Information Pamphlets I & II—by Dept. of M.T.&G.

TM 1-205—Air Navigation

TM 5-230—Topographic Drafting

TM 5-235—Surveying

TM 5-236—Surveying Tables

TM 5-240—Aerial Photography

TM 5-248—Foreign Maps

FM 21-25—El. Map & Aerial Photograph Reading  
 FM 21-26—Advanced Map & Aerial Photograph Reading  
 FM 21-30—Military Symbols  
 FM 21-31—Topographic Symbols  
 FM 21-35—Military Sketching  
 FM 101-5—Staff Officers Field Manual  
 TB Eng 90—Land Navigation  
 References prepared by the Department.

h. A total of thirty-three (17 Topography and 16 Graphics) exhibits dealing with subjects related to those covered in the course were featured on the display panel in the main entrance hall.

## 2. *Instructor Training and Orientation.*—

a. In addition to the customary instructor training and orientation, the study program in fields of endeavor related to Military Topography and Graphics was continued.

b. Each new Graphics instructor was given a five-day course in machine tool operation at the Ordnance Shop.

c. Constant effort was made to broaden the background of instructors. Aside from the required individual studies in this direction, a number of contacts were made with operating agencies of the Armed Forces, industrial plants and other educational institutions. Also attendance at professional and educational conferences was encouraged. The following list shows a number of the contacts of this character which were made during the period of this report:

Watervliet Arsenal, Watervliet, N. Y. (11 officers)  
 Keuffel & Esser Plant, Hoboken, N. J. (10 officers)  
 Brooklyn Naval Yard, Brooklyn, N. Y. (12 officers)  
 Army Map Service, Washington, D. C. (10 officers)  
 Purdue University, Lafayette, Indiana (1 officer)  
 American Society of Photogrammetry, Washington, D. C. (1 officer)  
 Mid-Winter Meeting, ASEE, Drawing Division, University of Pennsylvania, Philadelphia, Pa. (3 officers)  
 Annual Meeting, American Congress on Surveying & Mapping, Washington, D. C. (2 officers)  
 Annual Meeting, ASEE, University of Illinois, Urbana, Illinois (8 officers)  
 Annual Meeting, American Institute of Architects, Boston, Mass. (1 officer)

## 3. Administration.

a. Organization—no change.

b. Department premises—Repainting was completed during the summer of 1953. Acoustic tiles were installed in instructor and clerical offices. In an effort to control heat, a project was initiated to convert the heating system to thermostatic control. A project was initiated to improve the ventilation in the Department's lecture hall. Additional blackboards and corkboards were installed in instructors' offices to assist in instructor conferences. The Department of Ordnance assisted the Department in constructing additional storage bins required to store with ready accessibility the increased volume of instructional

material required for course innovations and improvements. During the year arrangements were made with the Department of Ordnance for storage space in which the Department will store, maintain and issue its 220 surveying instruments. The new space provides the Department with considerably more efficient and secure storage and maintenance facilities, in addition to easy access to the Ordnance optical repair services. Arrangements were made with the Transportation Corps for the loan of a bus to be used as a mobile warehouse during fall outdoor surveying and spring outdoor sketching instruction. The mobile warehouse allows the Department to distribute and collect required equipment to and from the several points of instruction with a minimum of time and personnel. It further allows the Department to delay until the last minute the decision as to whether or not outdoor instruction will be moved indoors in case of inclement weather.

c. Department equipment—

- (1) All alidades, transits and levels used in the Department instruction are systematically checked and tested for accuracy to insure their uniform and acceptable condition for cadet field instruction and graded examinations. The Department procured during the year a collimator to increase the efficiency and accuracy in checking and testing surveying instruments.
- (2) The project of replacing the outdated cadet desks with 360 new type drafting desks and stools is now completed.
- (3) A project has been initiated to replace the outdated instructor desks and drafting desks with modern equipment.
- (4) During the year the Department, in conjunction with the Navy Special Devices Center, developed a special training aid to assist with the instruction in map projections. This training aid is being used by other service agencies.
- (5) A project has been initiated with Army Map Service to bring up to date all maps and photography of the West Point area.
- (6) The Department is continuing to maintain its library of the latest editions of all Army Map Service publications, for reference use by the Department and other Post activities.
- (7) The Department is continuing its project to purchase, on a voluntary basis, cadet textbooks at the completion of each course for resale to succeeding classes in order to decrease cadets' textbook expense.

4. Special Activities.

a. A Map Reading refresher course was offered to all officers of the Post on a voluntary basis. Approximately fifty officers took this opportunity to sharpen their map reading facility prior to departure from West Point.

b. Approximately 1500 visitors attended the Department's "Open House" during the Christmas holidays for members, families and guests of the Fourth Class. During the "Open House," Department facilities, courses and equipment were displayed.

c. Thirteen instructors of the Department during off-duty time acted as officers-in-charge or coaches of athletic teams or clubs.

d. Three officers attended the Air-Ground Operations School, Southern Pines, N. C.

e. Four officers attended the Special Weapons Orientation Courses, one at Maxwell Air Force Base, Montgomery, Alabama, and three at Sandia Base, New Mexico.

f. Colonel L. E. Schick, Head of the Department, was a member of the Educational Policy Committee of the Civil Engineering Division of the ASEE.

**j. Department of Ordnance.**

*Objectives.*—The principal objective of the Ordnance Course is to inculcate in the cadet an appreciation of the engineering capabilities and limitations of the scientific, engineering and industrial resources of the nation in providing weapons and equipment for the military forces. This is accomplished by instruction in the fundamentals of design, engineering and production of conventional items of armament, to include automotive equipment. In addition, trends in new weapons development are covered and the cadet is stimulated to evaluate current and prospective weapons as to their abilities to accomplish a given mission. Laboratory facilities, equipment items, and visual aids are widely used for providing direct contact with selected items of ordnance. Throughout the course the engineering point of view is emphasized in order that the cadet will appreciate the cost of materiel in terms of scientific and engineering brains, manpower, materials, and dollars, and to permit the cadet to apply his knowledge of engineering principles.

*Outline of Course.*—The following four sub-courses comprised the Department of Ordnance Course of Instruction:

- 12 periods—Engineering Materials and Processes, including metallurgy, plastics, machine tools, and an introduction to mass production methods.
- 40 periods—Armament Engineering, including explosives; ammunition; interior, exterior and terminal ballistics; fire control; artillery; rockets; small arms and automatic weapons.
- 40 periods—Automotive Engineering, including engine, power train, chassis, and performance characteristics. Laboratory includes tests, demonstrations and engine disassembly.
- 8 periods—Special Weapons, including Atomic Weapons and Guided Missiles.

The remaining six periods were devoted to lectures and Written General Reviews. It is to be noted that Written General Reviews were given only at the end of the academic year. The sub-course on Engineering Materials and Processes was given at the beginning of the year to the entire class, as it is fundamental to the other three sub-courses. The sub-courses of Automotive and Armament Engineering were given concurrently, each to one half of the class, the same instructors presenting each sub-course twice during the year. The final sub-course on Special Weapons was presented at the end of the year to the entire class.

Throughout the course in Automotive Engineering the cadets are required to work on a Term Problem. This problem consists of designing a military vehicle from a given set of specifications and is spread over the course in such a manner

as to cause the cadet to make use of the theory and practical work he receives in the classroom and laboratory periods.

The arrangement of dividing the course, instructors, and class into several main groupings continued to prove highly satisfactory, enabling the instructors to become more specialized and proficient in their subject and enabling a more efficient use of laboratory facilities and visual aids.

During the academic year 1953-54 the weights of grades for written reviews were as follows:

|                               |     |
|-------------------------------|-----|
| Written Partial Reviews ..... | 6.0 |
| Written General Reviews ..... | 9.0 |

*Lectures.*—Thirteen lectures were sponsored by the Department of Ordnance, two by department personnel and eleven by visiting lecturers.

*Special Work for Selected Cadets.*—The first 155 ranking cadets in Ordnance participated in panel discussions with distinguished officers from the Army, Navy and Air Force, and civilian leaders in industrial fields on Ordnance and Armament subjects in lieu of taking the Written General Reviews. This presentation proved highly instructive and very stimulating to the entire group.

*Laboratory Activities.*—The laboratory program included two periods devoted to small arms, two to machine shop operations, one to artillery materiel, one to exterior ballistics and eight to automotive engineering. The periods spent on small arms are devoted to disassembly, inspection, gaging, repair, assembly and test firing of an unserviceable M-1 rifle. The periods on machine shop operations and exterior ballistics are demonstrations conducted by Ordnance personnel. In the automotive laboratory, groups of four cadets disassemble, inspect, rework or replace unserviceable parts, reassemble, and operate 2½ ton truck engines. This activity is the most popular and the most practical part of the course. It drives home the lessons taught in the theoretical portion.

The objective of the laboratory work is to teach by direct contact, fundamental appreciation of, and respect for, the machines and products of American industry.

*Educational Trips.*—The entire class visited Aberdeen Proving Ground on 3 June where they witnessed engineering tests and demonstrations of the latest developments in Ordnance materiel and scientific test equipment.

Personnel of the Department visited the following installations:

- Aberdeen Proving Ground, Md.
- Air Research & Development Command, Baltimore, Md.
- Fort Bliss, Texas
- Ordnance Tank-Automotive Center, Detroit, Michigan
- Penn Military College, Chester, Pa.
- Picatinny Arsenal, Dover, N. J.
- Poughkeepsie, N. Y. (Lecture to American Society Tool Engineers)
- Springfield Armory, Springfield, Mass.
- United States Steel Company, Pittsburgh, Pa.
- University of Michigan, Ann Arbor, Mich.
- Watertown Arsenal, Watertown, Mass.
- Office Chief of Ordnance, Washington, D. C.
- Annual Meeting-Demonstration of Ordnance Equipment, Aberdeen Proving Ground, Md.

*Attendance at Schools.*—The following named personnel attended schools under the sponsorship of the Department of Ordnance:

| <i>Name</i>                                       | <i>Course</i>                      | <i>Place</i>   |
|---|------------------------------------|--|
| <b>OFFICERS</b>                                   |                                    |  |
| Capt. W. O. Hauck                                 | Special Weapons Orientation Course | Fort Bliss, Texas<br>28 June–3 July 54               |
| Col. G. T. Buck, Jr.                              | Special Weapons Orientation Course | Sandia Base,<br>Albuquerque, N. M.<br>16–19 March 54 |
| Capt. T. J. Agnor, Jr. &<br>Capt. B. T. Hill, Jr. | Special Weapons Orientation Course | Sandia Base,<br>Albuquerque, N. M.<br>11–14 Aug 53   |
| <b>ENLISTED MEN</b>                               |                                    |  |
| SFC LeRoy Hoenig                                  | Vocational Instructor Course       | Anderson, Indiana<br>6–19 July 53                    |
| SFC Gorman J. Shannon                             | Vocational Instructor Course       | Anderson, Indiana<br>6–19 July 53                    |

*k. Department of Physics and Chemistry.*

**PHYSICS—THIRD CLASS (524 Cadets)**

8 September 1953 to 3 June 1954

Attendance was in the morning, one-half class each day, Monday to Saturday inclusive. There were 105 attendances during the year.

The physics course was a basic one at collegiate level, covering the fields of mechanics, heat, electricity and magnetism, wave motion and sound, and light, including laboratory.

The text used was *Physics* by Hausmann and Slack, 3rd Edition.

Four new instructors have been secured for the coming year. One of the new instructors is an officer of the U. S. Navy, two are Army officers and one is an officer of the U. S. Air Force. The latter three have had civilian schooling and hold degrees of Master of Science.

Five instructors attended the Air-Ground Operations School at Southern Pines, N. C.

One instructor attended the Special Weapons Guided Missile Orientation Course at Ft. Bliss, Texas.

The Associate Professor inspected the Brookhaven National Laboratory.

**CHEMISTRY—THIRD CLASS (524 Cadets)**

8 September 1953 to 26 April 1954

Attendance was in the morning: one-half class each day, Monday to Saturday inclusive. There were 92 attendances during the year.

The chemistry course was a basic one at collegiate level emphasizing the essential principles of general chemistry. Twenty laboratory periods and ten lectures by selected department personnel were included in the course. The upper two sections of cadets participated in a "Special Topic" program designed to give them some additional freedom to carry on advanced work and report the results to their sections.

The text used was *General Chemistry* by H. G. Deming, 6th Edition. This was the first year this text has been employed and the results obtained indicate that an improved course resulted from its adoption. The new Problem Book and

Laboratory Manual prepared in the Department to conform to this text proved highly satisfactory.

Three new instructors have been secured for the coming year. One of these holds the Ph.D. degree in Chemistry. The others took special courses at the University of Virginia and Columbia University, respectively, in preparation for their assignment.

The Professor and two instructors attended the Special Weapons Guided Missile Orientation Course, AA and GM Branch, The Artillery School, Fort Bliss, Texas during May and June 1954.

The Associate Professor attended the Weapons Orientation Course, Armed Forces Special Weapons Project, Sandia Base, New Mexico in March 1954.

Three instructors attended the Air-Ground Operations School Indoctrination Course at Southern Pines, N. C. during May 1954.

Two instructors attended the General and Organic Chemistry Workshop at North Carolina State College, Raleigh, N. C. June 16 to 26, 1954. These workshops are conducted annually during the summer months under the supervision of the Committee on Teaching of College Chemistry, Division of Chemical Education, American Chemical Society.

Captain R. S. Day, CmlC, Assistant Professor, represented the department at the National Convention of the American Institute of Chemical Engineers at St. Louis, Mo., in December 1953.

#### I. Department of Social Sciences.

During the year courses were conducted as follows:

##### *Second Class (488 cadets):*

|                                   |            |                               |
|-----------------------------------|------------|-------------------------------|
| Economic and Industrial Geography | 36 periods | 8 September to<br>21 December |
| History of Modern Europe          | 62 periods | 8 September to<br>22 March    |
| *History of Russia                | 36 periods | 8 September to<br>21 December |
| *History of the Middle East       | 26 periods | 4 January to<br>22 March      |
| National Government of the U. S.  | 26 periods | 4 January to<br>22 March      |
| **Diplomatic History of the U. S. | 26 periods | 4 January to<br>22 March      |
| Modern History of the Far East    | 26 periods | 22 March to<br>3 June         |
| Contemporary Foreign Governments  | 26 periods | 22 March to<br>3 June         |

##### Textbooks used:

*World Economic Geography*, Renner, Durand, White, Gibson; New York, Crowell Co., 1st Ed., 1951, 3rd Printing, 1952.

*Goode's World Atlas*, J. P. Goode; New York, Rand McNally & Co., 9th Ed., 1953.

*Modern Europe to 1870; Contemporary Europe Since 1870*, C. J. H. Hayes; New York, Macmillan, 1st Ed., 1953.

\*For selected cadets, in lieu of History of Modern Europe. For details see description of courses below.

\*\*For selected cadets, in lieu of National Government of the U. S. For details see description of courses below.

- Atlas of Medieval and Modern History*, W. R. Shepherd; New York, Henry Holt & Co., 1932.
- Russia: A History*, Sidney Harcave; Chicago, J. B. Lippincott Co., 1st Ed., 1952.
- Background of the Middle East*, Ernest Jackh; Ithaca, New York, Cornell U. Press, 1st Ed., 1952; and *The Middle East in World Affairs*, Geo. Lenczowski; Ithaca, New York, Cornell U. Press, 1st Ed., 1952, 3rd Printing, 1953.
- The Essentials of American Government*, Ogg & Ray; Appleton-Century-Crofts, 7th Ed., 1952.
- Diplomatic History of the American People*, T. E. Bailey; New York, Appleton-Century-Crofts, 4th Ed., 1950.
- The Far East*, Paul H. Clyde; New York, Prentice-Hall, Inc., 2nd Ed., 1952.
- Contemporary Foreign Governments*, Herman Beukema and Associates, Dept. of Social Sciences, USMA; New York, Rinehart & Co., 3rd Ed., 1953.

*First Class (638 cadets):*

|                                |            |                               |
|--------------------------------|------------|-------------------------------|
| Economics                      | 39 periods | 8 September to<br>10 December |
| Economics of National Security | 26 periods | 4 January to<br>5 March       |
| Personal Finance               | 1 period   | 11-12 December                |
| Principles of Insurance        | 4 periods  | 14-22 December                |
| International Relations        | 36 periods | 6 March to<br>1 June          |

Textbooks used:

- Economics, An Introductory Analysis*, 2nd Ed., Paul A. Samuelson; New York, McGraw-Hill Book Co., 1951.
- Principles of Insurance*, Dept. of Social Sciences, USMA; Harrisburg, Pa., Military Service Publishing Co., 2nd Ed., 1953.
- Principles of Personal Finance*, Dept. of Social Sciences, USMA; West Point, N. Y., USMA Printing Plant, 1953.
- Economics of National Security*, Lincoln and Associates; New York, Prentice-Hall, Inc., 2nd Ed., 1954.
- International Relations*, Palmer and Perkins; New York, Houghton Mifflin, 1953.

*Second Class Courses; Organization and Administration*

During the Fall Term, three courses—The History of Modern Europe to 1870 (or in lieu thereof for selected cadets an advanced course in Russian History), and Economic and Industrial Geography—were conducted concurrently, the entire class in daily attendance, one-half attending one of the history courses in alternation with geography. In the Spring Term four courses were conducted concurrently during the period 4 January-22 March as follows: The History of Modern Europe, 1870 to the Present (or in lieu thereof for selected cadets an advanced course in Modern History of the Middle East); and the National Government of the United States (or in lieu thereof for selected cadets an advanced course in the Diplomatic History of the United States); again one-half the class attending daily in one of the history courses in alternation with one of the government courses. From 22 March until the end of the academic year on 3 June, two courses—Modern History of the Far East and Contemporary Foreign Gov-

ernments—were conducted concurrently, one-half the class alternating daily in each course.

Methods of instruction remained unchanged from those pursued in recent years. Sixteen lectures were given, twelve by visiting speakers and four by department personnel. In addition, the Second Class attended three lectures scheduled by the Superintendent and the General Lecture Committee. Special features of interest were as follows:

- (1) Of the one hundred ten cadets who volunteered to take the validating examination required for admission to the special courses in the History of Russia and the History of the Middle East, sixty were selected. An effort was made to secure as candidates for the course those cadets who had done outstanding work in the Russian language.

(2) *Middle East History*

The special course in the History of the Middle East, given for the first time this year, received a most favorable and enthusiastic response from cadets. Approximately two-thirds of the time was devoted to the Middle East in the 20th Century, the initial third being devoted to a brief survey of the background of the area—political, economic-social and its historic and strategic importance. The course was organized around the civilizations of Turkey, Iran, Israel, and the Arab peoples. The essential goal was to provide an adequate background for an intelligent understanding of the problems of United States policy in the Middle East. In preparation for organizing and conducting the course, one officer from this Department was sent to the Middle East in the summer of 1953 to participate in the annual Near East Area Survey Program at the American University in Beirut, Lebanon, under the auspices of the Foreign Service Institute, U. S. Dept. of State. This highly worthwhile training is being repeated this summer for the new Assistant Professor in charge of this course.

(3) *Diplomatic History*

As an alternative to the course in the National Government of the United States, the opportunity was again offered for selected cadets to pursue a course in the Diplomatic History of the United States. One hundred forty-five cadets were selected to take the examination in American National Government, and out of this number, sixty-five were deemed eligible for the course. About half of this final group were already taking the advanced history courses.

One of the most significant benefits derived from this advanced history course has occurred in the contribution made to the cadets' First Class Social Sciences courses. Most cadets who have taken the advanced work in Diplomatic History have added a great deal to the classroom discussions in their courses in Economics of National Security and International Relations during their First Class year.

(4) *Second Class Monographs—1953-54*

This was the first academic year in which all Second Classmen were required to submit monographs as a standard requirement in Social Sciences II. Cadets were given approximately five months to prepare a three to five thousand word monograph on a topic of their own choice in the field of history, government, economics, or geography. Cadets

were given compensatory time by being excused from four class attendances.

Quality of the papers was very satisfactory insofar as the average cadet demonstrated ability in research, analysis, and writing. The Class average was 9.78 on a 12.0 basis. Grades ranged from 12.0 to 6.0. Out of a total of 485 cadets, only 35 were deficient on the whole. Unfortunately, an inordinately high number of cadets (eighty-one) submitted papers below acceptable standards in English. These eighty-one cadets were required to rewrite their monographs in accordance with the policy of the Academic Board. Of these eighty-one, thirty-two were remanded to the Department of English for corrective action and four cadets were required to take the remedial work in the English course.

The monograph of Cadet Kaye D. Lathrop, Co. D-1, was adjudged the most outstanding. An award of the six volume work, *The Second World War* by Sir Winston Churchill was given to Cadet Lathrop by the Military Education Foundation. In addition, honorable mention was announced for the high quality of the monographs submitted by Cadets Olvey, Carpenter and Vitori.

#### *First Class Courses; Organization and Administration*

The First Class courses extended through the period 8 September 1953 to 1 June 1954, with three 70-minute morning attendances per week.

Under Department auspices eight lectures were given, three by Department personnel, five by visiting speakers. In addition, the First Class attended three lectures scheduled by the Superintendent and the General Lecture Committee.

Methods of instruction followed those used the preceding year. Items of special interest are as follows:

- (1) We used random sectioning throughout the First Class Courses in Social Sciences following our experiment along that line in 1952-53. The disadvantages encountered in teaching Economics and Economics of National Security, with sections selected at random, have led to the decision to use that method of sectioning only for International Relations in the Academic Year 1954-55.
- (2) Greater emphasis was placed on the essay-type examination than in the past year as a more effective means of determining the cadets' ability to apply acquired knowledge to the analysis and solution of problems.
- (3) Operation Statesman was again the final project of the International Relations course. The upper sixty per cent of the class participated in lieu of Written General Reviews. Each section took a subject dealing with an important problem of current U. S. foreign policy and at the end of the three periods assigned presented its recommendations. The merit of their final reports, excellent in most cases, must be judged in the light of the time available for the work. The major value of the exercise, as in the past, was found in the cadets' discovery of the scope and difficulty of such problems, the need for thorough research, adequate background on the part of the research worker and sound judgment in reaching conclusions.
- (4) During the Spring Term each cadet was required to prepare a monograph on some problem of national security or international relations. The

Military Education Foundation awarded *The Second World War* by Sir Winston Churchill to Cadet F. A. Ianni, writer of the most outstanding monograph of the year.

- (5) During the course in Economics each instructor was again provided with visual aids in the form of film strips paralleling the text, extremely helpful in clarifying the difficult parts of the course.
- (6) Standard cadet notebooks for each course were published. Cadets found them of considerable assistance in making a more thorough study of their courses.
- (7) The importance of cost consciousness was emphasized in all courses.

#### *Extra-Departmental Activities*

- (1) Colonel H. Beukema, Professor and Head of the Department, Lecture, Army War College, August 1953; Annual Meeting, American Political Science Association, 9 September–13 September 1953; Council of Foreign Relations Meeting, January 1954; Member of Middle States Association team for decennial survey of University of Maryland, 15–19 November 1953.
- (2) Colonel G. A. Lincoln, Professor and Deputy Head of the Department, served for six weeks in Washington in the summer of 1953 as a consultant of the Executive Branch. He lectured at the Institute of World Affairs, the Council on Foreign Relations, Yale University, the National War College, the Naval War College, and the Armored School. Also, he attended a conference on a review of the U. N. Charter held at Princeton, attended meetings of the Council on Foreign Relations, and was a member of the discussion group on NATO. In addition, he served as a consultant on a research project on civil-military relations. With Professor Norman Padelford of M. I. T., he completed work on an international relations text, *International Politics*, to be published by the Macmillan Company in September 1954.
- (3) Officers of the Department assisted in many extra-departmental educational activities, including research, text writing, book reviews for learned journals, leading of seminars, intercollegiate debate activities, attendance at learned society meetings and assistance with intercollegiate scholastic organizations. Among the learned society meetings attended were: the Academy of Political Science, the American Academy of Political and Social Science, the American Historical Association, the American Speech Association, the American Economics Association, the Carnegie Conference on Higher Education, the Far Eastern Association, the New York State Association of European Historians, the New York State Political Science Association and the American Committee for Liberation from Bolshevism Conference on Academic Freedom in the USSR. Lt. Col. Holland served on the Advisory Committee to the Seventh Annual Conference of the Association of International Relations Clubs.
- (4) Six officers of the Department wrote special pamphlets in the International Relations field for the Department of Defense's Troop Information and Education program.
- (5) The Fifth Annual Student Conference on United States Affairs was held at West Point on 2–5 December 1953. Students from sixty colleges and

universities, including, for the first time, six Canadian institutions and one Philippine university, assembled to discuss the conference subject, "The National Security Policy of the United States." The students selected to attend by their respective schools again proved themselves an outstanding group, a fact that contributed much to the educational quality of the discussions and in turn enhanced the public relations effects of the meeting. About half of them were presidents of student organizations, including sixteen class presidents or student body heads.

Guest speakers included Admiral Arthur W. Radford, Chairman of the Joint Chiefs of Staff; Mr. John J. McCloy, former High Commissioner for Germany; Mr. W. Averell Harriman; Mr. Walter Millis of the New York Herald Tribune; and Congressman Jacob K. Javits. About thirty other persons distinguished in the fields of government or education participated as discussion panel members, round table chairmen and advisers, and observers. Consultants for conference plans were Professors Gordon Craig and Frederick S. Dunn, Princeton University; Dr. Joseph E. Johnson, Carnegie Endowment for International Peace; Dr. Grayson Kirk, President of Columbia University; Professor Donald C. McKay, Harvard University; and Miss Ruth Russell, Brookings Institution.

Administration of the student conference was conducted by the Cadet Debate Council and Forum, under the supervision of the Department of Social Sciences. Cadet B. T. Thompson was Conference Chairman. Cadet F. K. Ware directed a seminar program of eight weeks to prepare cadet conferees. Participating officers included Colonel H. Beukema, Colonel G. A. Lincoln, and Lt. Colonel J. G. Holland, Jr. Capt. W. W. Posvar was Executive Secretary, and Maj. S. B. Berry, Jr. and Capt. L. C. Campbell were Assistant Executive Secretaries.

This conference concluded a series of five annual grants, usually \$3,000, from the Carnegie Corporation of New York for conference expenses. This income has been supplemented each year by royalties accruing from textbooks written by Department officers. The Superintendent has approved a Sixth Student Conference for the Academic Year 1954-1955, for which a grant of \$2,500 has been pledged from the Jacob R. Schiff Fund.

- (6) Lt. Colonel J. G. Holland, Jr. served as officer-in-charge of the Cadet Debate Council and Forum. His assistants were: Lt. Colonel W. G. McDonald, in charge of intercollegiate debate activities; Captain O. W. Traber, in charge of Forum activities; and Major R. T. Ramsaur, administrative and fiscal assistant. More than 300 intra-council and intramural debates were held, and cadet teams competed in more than 250 intercollegiate debates. The team of Cadets Garn and Henry won the Notre Dame National Invitational Debate Tournament, thereby gaining possession of the Father Bolger Memorial Trophy for West Point for one year. Cadet teams also placed fourth in the Boston University Tournament and third in the Brooklyn University Novice Tournament.
- (7) Lt. Colonel W. A. Purdy again served as Director of the Annual West Point National Debate Tournament. As in past years, the nation was divided into eight districts. District Chairmen nominated the outstanding teams in their respective districts, based either on performance over

the academic year or on the results of District Elimination Tournaments. The National Tournament was won this year by the University of Kansas.

- (8) The West Point Forum division of the Debate Council and Forum undertook a much expanded program under the direction of Captain O. W. Traber and Cadet F. K. Ware. The Forum Seminars were organized in direct support of the preparation for SCUSA V during the first term. During the winter officers of the Department offered seven extracurricular seminars to aid interested cadets in the pursuit of studies which could not, for lack of time in a crowded academic schedule, be offered to the entire Corps. "Latin America," "NATO," "U. S. Occupation Policy in Europe," "American Government and Business," "Capitalism, Socialism and Democracy," "The Bases of Modern Thought," and "Conflicting Ideologies of the Western World," made up the fields investigated.

During the spring as an innovation in the program, seminars were offered to the Third Class for the first time. Three study groups were formed, "Problems in U. S. Foreign Policy," "NATO and Collective Security," and "U. S. History and Politics." The enthusiasm of the cadets in the seminars is clearly indicative of the latent interest in the Social Sciences in the Third Class.

The best known part of the Forum program of the year was the Sunday Evening Lecture Program. Four outstanding national figures accepted invitations to speak to the Corps of Cadets as guests of the Debate Council and Forum. The Honorable Bernard M. Baruch, ex-Ambassador Chester Bowles, General Lucius B. Clay and Mr. Edward Murrow spoke on various facets of the Forum theme, *National Security*.

As in years past the Forum continued its series of Wednesday afternoon lectures. Lectures were followed by rewarding question-and-answer periods. Speakers who appeared were: Admiral Hughes-Hallett of the Royal British Navy; Dr. A. G. Hart, Professor of Economics at Columbia University; Brigadier General Telford Taylor, AUS, New York lawyer; Dr. V. R. Herzog, Professor of Economics, University of Vienna; Mr. J. N. Pasricha, formerly of the Indian Ministry of Defense; and Assistant Secretary of State Henry Byroade.

The Forum also initiated the showing of a series of documentary films dealing with various fields of the Social Sciences. *March of Time* films on Yugoslavia, Greece, Israel and Turkey were shown as well as the *Life* magazine film based on the series entitled, "The World We Live In," and George V. Kennan's film, "Questions and Answers on Russia and Communism."

Eleven educational trips were sponsored by the organization. The majority of these trips gave cadets the opportunity to discuss current topics of national and international importance with their civilian college contemporaries. Three of the trips sent cadets to New York City and Washington, D. C. to undertake comprehensive tours of installations of importance in the economic geography, and the national and municipal politics of the United States.

- (9) The participation of eighteen cadets of the upper two classes at the Herald Tribune Forum was facilitated.

- (10) Ten cadets attended meetings of the American Academy of Political Science in New York City as guests of Department instructors who are members of that learned society.
- (11) Twenty-three cadets, one of the largest representations in recent years, were indorsed by the Academic Board to compete for Rhodes Scholarships. Most of these men chose to participate in seminars and the Student Conference on United States Affairs in preparation for their competitive interviews in December. Six of these candidates were selected by state committees to compete in the final, or district interviews. Three won scholarships: Cadets Ames S. Albro, Arizona; John C. Bard, Michigan; and Dale A. Vesser, Idaho. They will enter Oxford University in October, 1954. All three will study Philosophy, Politics, and Economics. Only two other institutions in the United States had three winners this year.
- (12) Insurance counseling was provided for officers and cadets throughout the year.
- (13) Preparation of textbooks:
- (a) Revision of the departmentally-prepared text, *Economics of National Security* was completed during the year. The second commercial edition was published by Prentice-Hall Incorporated, New York, in January, 1954. Sixty-four institutions of higher learning, other than the Military Academy, are currently using this text.
  - (b) Revision of the departmentally-prepared text, *Principles of Insurance and Related Government Benefits* was completed during the year. The fourth commercial edition was published by The Military Service Publishing Company, Harrisburg, Pennsylvania, in December, 1953. This edition, also in use at USMA, is currently in its second printing.
  - (c) Revision of the departmentally-prepared text, *Principles of Personal Finance for Junior Officers*, was undertaken. The first commercial edition is scheduled to be published by The Military Service Publishing Company, Harrisburg, Pennsylvania, in September, 1954.
- (14) Civilian Schooling During 1953-1954:

The Department continued to emphasize graduate training of both prospective and active instructors. Close liaison was maintained with prospective instructors in civilian universities relative to their courses and progress. Active instructors were encouraged to continue their graduate training when no conflict with Academy duties were encountered. Instructors undergoing graduate training during the time periods indicated: SUMMER SESSIONS, 1953: *Prospective Instructors*—ten in school (one at Columbia, four at Harvard, one at Yale, and four at Princeton); *Active Instructors*—eight in school (six at Columbia, one at Harvard). In addition to these seven officers, another officer took part in an exceptionally valuable program in preparation for the organization of a new department course in the History of the Middle East. This program was the Near East Area Survey Program sponsored by the Foreign Service Institute of the Dept. of State. It consisted of two parts: (1) A summer seminar on the Near East conducted by the American University of Beirut, Beirut, Lebanon, (2) Post-

seminar field trip conducted by the Foreign Service Institute in conjunction with U. S. embassies and consulates visited in various countries of the Middle East. WINTER SESSIONS, 1953: *Prospective Instructors*—ten in school (one at Columbia, three at Harvard, one at Yale, four at Princeton, and one at the Fletcher School of Diplomacy); *Active Instructors*—seven in school (five at Columbia, and two at Vassar taking a course in accounting). SPRING SESSIONS, 1954: *Prospective Instructors*—eleven in school (one at Columbia, four at Harvard, one at Yale, four at Princeton, and one at the Fletcher School of Diplomacy); *Active Instructors*—nine in school (all attended Columbia University).

## 7. LECTURES

The pattern of lectures, both as to number and scope, followed that of recent years. The only innovation of importance was a series of Sunday evening lectures sponsored by the West Point Forum and Debate Council, a cadet agency.

### DEPARTMENT OF ELECTRICITY (2)

| Date      | Lecturer  | Subject            | Class Addressed |
|-----------|---|--------------------|-----------------|
| 20 Mar 54 | Samuel A. Goudsmit, Chairman,<br>Department of Physics, Brook-<br>haven National Laboratory                               | "Nuclear Energy"   | 2d              |
| 2 Jun 54  | Cyril N. Hoyler, Manager, College<br>Relations for the Laboratory<br>Division, RCA Laboratories,<br>Princeton, New Jersey | "Color Television" | 2d              |

### DEPARTMENT OF ENGLISH (4)

|           |   |                                      |             |
|-----------|---|--------------------------------------|-------------|
| 20 Nov 53 | Erwin D. Canham, Editor, Chris-<br>tian Science Monitor                     | "What is Power?"                     | 1st         |
| 29 Jan 54 | Harold F. Harding, Professor of<br>Speech, Ohio State University            | "Leadership and<br>Speaking Ability" | 4th         |
| 4 Mar 54  | Gilbert A. Highet, Anthon Profes-<br>sor of Latin, Columbia Univer-<br>sity | "The Class of 1956"                  | 3d &<br>4th |
| 12 Apr 54 | Stanley T. Williams, Professor of<br>Literature, Yale University            | "The Literature of<br>the Frontier"  | 3d          |

### DEPARTMENT OF FOREIGN LANGUAGES (1)

|          |  |  |     |
|----------|--|--|-----|
| 2 Apr 54 | Kurt T. Roderbourg, Assistant<br>Professor of Foreign Lan-<br>guages, United States Naval<br>Academy | "The United Nations<br>of Europe" (In<br>German) | 4th |
|----------|--|--|-----|

### DEPARTMENT OF LAW (1)

|                        |  |   |     |
|------------------------|--|---|-----|
| 31 Mar 54<br>1. Apr 54 | Colonel Charles L. Decker, JAGC,<br>Commandant, The Judge Advoca-<br>cate General's School | "The Administration<br>of Military Justice" | 1st |
|------------------------|--|---|-----|

### DEPARTMENT OF MECHANICS (4)

|           |  |   |    |
|-----------|--|---|----|
| 19 Oct 53 | Neil MacCoull, Consulting Engi-<br>neer Texas Company Research<br>Laboratories, Beacon, New York | "The Thermodynamics<br>of the Automobile" | 2d |
|-----------|--|---|----|

| Date                                | Lecturer   | Subject   | Class Addressed |
|-------------------------------------|--|---|-----------------|
| 27 Nov 53                           | Virgil Faires, Professor of Mechanical Engineering, North Carolina State College of Arts and Engineering, University of North Carolina | "The General Energy Equation in Engineering Thermodynamics"                                 | 2d              |
| 21 Jan 54                           | J. P. DenHartog, Professor of Mechanical Engineering, Massachusetts Institute of Technology  | "Vibration Problems"  | 2d              |
| 14 May 54                           | H. Guyford Stever, Associate Professor of Aeronautical Engineering, Massachusetts Institute of Technology                              | "Aerodynamic Research Tools"  | 2d              |
| DEPARTMENT OF MILITARY HYGIENE (14) |  |   |                 |
| 11 Sep 53                           | Colonel A. P. Long, MC, Preventive Medicine Division, Office of The Surgeon General  | "Control of Communicable Diseases"  | 1st             |
| 18 Sep 53                           | Lieutenant Colonel G. M. McDonnell, MC, Walter Reed Army Medical Center  | "Medical Aspects of Atomic Warfare"   | 1st             |
| 25 Sep 53                           | Brigadier General R. E. Chambers, MC, Chief, Professional Division, Office of The Surgeon General                                      | "Neuropsychiatric Problems of Modern War"   | 1st             |
| 9 Oct 53                            | Brigadier General J. P. Cooney, MC, Commandant, Medical Field Service School, Fort Sam Houston, Texas                                  | "Army Medical Service Responsibilities, Including Command Responsibilities and the Surgeon" | 1st             |
| 6 Nov 53                            | Major General G. E. Armstrong, The Surgeon General   | "Research and Development in the U.S. Army"   | 1st             |
| 29-30<br>Apr 54                     | Lieutenant Colonel C. F. Vorder Bruegge, MC, Armed Forces Institute of Pathology   | "Part I—Anatomy and Physiology"   | 3d              |
| 1-3<br>May 54                       | Lieutenant Colonel C. F. Vorder Bruegge  | "Part II—Anatomy and Physiology"  | 3d              |
| 4-5<br>May 54                       | Lieutenant Colonel C. F. Vorder Bruegge  | "Part III—Anatomy and Physiology"   | 3d              |
| 17-18<br>May 54                     | Colonel A. P. Long, MC, Preventive Medicine Division, The Surgeon General's Office   | "Part I—Communicable Diseases"  | 3d              |
| 19-20<br>May 54                     | Colonel A. P. Long   | "Part II—Communicable Diseases"   | 3d              |
| 21-22<br>May 54                     | Colonel R. L. Callison, MC, Preventive Medicine Division, The Surgeon General's Office   | "Part III—Communicable Diseases"  | 3d              |
| 28 May 54                           | E. A. Strecker, Professor of Psychiatry, University of Pennsylvania  | "The Men You Will Command"  | 3d              |
| 29 May 54                           | E. A. Strecker   | "Alcohol and Drugs"   | 3d              |
| 1 Jun 54                            | Colonel A. J. Glass, MC, Chief, Dept. of Neuropsychiatry, Medical Field Service School   | "Psychiatry"  | 3d              |

DEPARTMENT OF MILITARY TOPOGRAPHY  
AND GRAPHICS (7)

| Date            | Lecturer  | Subject                            | Class Addressed |
|-----------------|---|------------------------------------|-----------------|
| 15-16<br>Feb 54 | Finn E. Bronner, Chief of the Terrain Section of the Research and Analysis Branch, Office of the Chief of Engineers, Department of the Army | "Principles of Geology"            | 3d              |
| 15-16<br>Feb 54 | Finn E. Bronner   | "Historical Geology"               | 3d              |
| 17-18<br>Feb 54 | Finn E. Bronner   | "Military Applications of Geology" | 3d              |
| 12-13<br>Apr 54 | Thomas D. Nicholson, Hayden Planetarium, New York City  | "The Architecture of the Universe" | 3d              |
| 14-15<br>Apr 54 | Joseph M. Chamberlain, General Manager and Chief Astronomer, Hayden Planetarium, New York City  | "Astronomy in Everyday Life"       | 3d              |

The entire Third Class visited the Hayden Planetarium on 17 April 1954, and were given a conducted tour plus the following lectures:

|                  |                          |
|------------------|--------------------------|
| Miss C. E. Barry | "The Solar System"       |
| T. D. Nicholson  | "The Earth Perspectives" |

DEPARTMENT OF ORDNANCE (12)

|                 |   |   |     |
|-----------------|---|---|-----|
| 19-21<br>Sep 53 | Colonel B. S. Mesick, Commanding Officer, Watertown Arsenal   | "Titanium and Rare Earth Metals"                            | 1st |
| 12-13<br>Nov 53 | Captain Wilson R. Rutherford, Jr., Army Map Service   | "Enemy Mines and Booby Traps"                               | 1st |
| 16-17<br>Dec 53 | Lieutenant Colonel George T. Petersen, Detroit Arsenal  | "Operation Question Mark—Trends in Future Tank Development" | 1st |
| 19-20<br>Feb 54 | William A. Howe, Gulf Oil Corporation   | "Automotive Lubrication"                                    | 1st |
| 6-7<br>Apr 54   | Colonel D. W. Heister, Office, Chief of Ordnance, Department of the Army  | "Design Features of New Artillery and Antiaircraft Weapons" | 1st |
| 22-23<br>Jan 54 | Lieutenant Colonel Joseph Heiser and Lieutenant Colonel Harry J. Marker, The Ordnance School, Aberdeen Proving Ground | "Preventive Maintenance"                                    | 1st |
| 29-30<br>Apr 54 | Walter R. Dornberger, Bell Aircraft Corp.   | "Guided Missiles"   | 1st |
| 6-7<br>May 54   | Brigadier General H. N. Toftoy, Ordnance Missile Laboratories   | "Guided Missiles"   | 1st |
| 13-14<br>May 54 | Brigadier General E. P. Mechling, Commanding General, Air Force Armament Center, Eglin Air Force Base                 | "Air Armament"  | 1st |
| 19-20<br>May 54 | Major General R. L. Maxwell, Vice President, American Machine and Foundry Corporation                                 | "Ordnance-Industry"   | 1st |
| 22 May 54       | Rear Admiral F. S. Withington, Bureau of Ordnance, Department of the Navy   | "Naval Ordnance"  | 1st |

| Date                               | Lecturer  | Subject   | Class Addressed |
|------------------------------------|---|---|-----------------|
| 27 May 54                          | Major General E. L. Cummings, Chief of Ordnance, Department of the Army                     | "Army Ordnance"   | 1st             |
| DEPARTMENT OF SOCIAL SCIENCES (17) |   |   |                 |
| 12 Oct 53                          | Charles A. Behre, Professor of Economic Geology, Columbia University                        | "The Strategic Mineral Position of the United States"   | 2d              |
| 15 Oct 53                          | Carleton J. H. Hayes, Professor Emeritus of History, Columbia University                    | "The Uses and Abuses of History"  | 2d              |
| 27 Oct 53                          | George T. Renner, Professor of Geography, Teacher's College, Columbia University            | "The Geography of Industrial Location and its Relations to Military Defense Planning"                             | 2d              |
| 6 Nov 53                           | Paul A. Samuelson, Professor of Economics, Massachusetts Institute of Technology            | "Economic Forecasting"  | 1st             |
| 12 Nov 53                          | Kenneth S. Latourette, Professor Emeritus of Missions and Oriental History, Yale University | "The Role of Religion in History"   | 2d              |
| 23 Nov 53                          | Major General Paul Yount, Chief of Transportation, United States Army                       | "Problems Confronting the Mobilization of National Transportation Facilities of the United States in Time of War" | 2d              |
| 3 Dec 53                           | Hans Kohn, Professor of History, College of the City of New York                            | "Nationalism in Nineteenth-Century Europe"  | 2d              |
| 7 Dec 53                           | Robert Roosa, Federal Reserve Bank of New York City   | "Monetary Policy"   | 1st             |
| 21 Dec 53                          | Preston E. James, Professor of Geography, Syracuse University                               | "The Strategic Importance of Latin America to the United States"  | 2d              |
| 21 Jan 54                          | William L. Langer, Professor of History, Harvard University                                 | "The Eclipse of Imperialism"  | 2d              |
| 1 Mar 54                           | William Y. Elliott, Professor of History and Political Science, Harvard University          | "Defense Preparedness"  | 1st             |
| 17 Mar 54                          | Charles B. Marshall, Foundation for the Republic  | "Diplomacy and Support of National Policy"  | 1st             |
| 25 Mar 54                          | George B. Cressey, Maxwell Professor of Geography, Syracuse University                      | "Patterns and Prospects in East Asia"   | 2d              |
| 13 Apr 54                          | Count Jean de la Garde, Consul-General of France in New York                                | "The Constitution of the Fourth Republic"   | 2d              |
| 20 Apr 54                          | Ralph Bunche, Special Assistant to the Secretary General, The United Nations                | "International Organization"  | 1st             |
| 29 Apr 54                          | Elmer Plischke, Professor of Political Science, University of Maryland                      | "Germany Since the Surrender"   | 2d              |
| 19 May 54                          | Stanley Hornbeck, former United States Ambassador to the Netherlands                        | "Some Aspects of United States Relations with Southeast Asia"   | 2d              |

## DEPARTMENT OF TACTICS (8)

| Date            | Lecturer  | Subject   | Class Addressed |
|-----------------|---|---|-----------------|
| 21-22<br>Oct 53 | Lieutenant Colonel J. J. Pidgeon,<br>Eastern Air Defense Command  | "Recent Developments<br>in Anti-Aircraft"                               | 2d              |
| 16 Nov 53       | Major General E. C. Erickson,<br>Chief of the National Guard<br>Bureau  | "The National Guard<br>of the United States"                            | 1st             |
| 18 Nov 53       | Major General H. M. Milton, Ex-<br>ecutive for Reserve and ROTC<br>Affairs                                    | "The Role of the Re-<br>serve Officer Corps in<br>the National Defense" | 1st             |
| 17-18<br>Dec 53 | Lieutenant Colonel W. M. Smith,<br>Representative of Career Man-<br>agement Branch, Department of<br>the Army | "Army Career<br>Patterns"   | 1st             |
| 9 Feb 54        | Major General Lewis B. Hershey,<br>Director, Selective Service  | "Selective Service"   | 1st             |
| 16 Mar 54       | Major General R. N. Young, As-<br>sistant Chief of Staff, G-1, De-<br>partment of the Army                    | "Personnel Manage-<br>ment in the Army"                                 | 1st             |
| 14 Apr 54       | Colonel E. C. Townsend, Armed<br>Forces Staff College   | "Leadership"  | 1st             |
| 20 May 54       | Major General E. N. Harmon,<br>President, Norwich University  | "Leadership<br>Experiences"   | 1st             |

## WEST POINT FORUM (12)

## SUNDAY EVENING LECTURE SERIES (4)

|           |  |  |     |
|-----------|--|--|-----|
| 22 Nov 53 | Bernard Baruch   | "National Security<br>and the American<br>Economy"   | All |
| 11 Apr 54 | Chester Bowles, Former United<br>States Ambassador to India                  | "American Policy in<br>the Far East"                 | All |
| 24 Apr 54 | General Lucius D. Clay, Chairman<br>of the Board, Continental Can<br>Company | "NATO and the<br>United Nations"                     | All |
| 25 Apr 54 | Edward R. Murrow, Vice-Presi-<br>dent, Columbia Broadcasting<br>System       | "The Public, the Press,<br>and National<br>Security" | All |

## REGULAR AFTERNOON SERIES (8)

|           |  |   |       |
|-----------|--|---|-------|
| 17 Oct 53 | Vice Admiral Hughes Hallet,<br>Royal Navy, Naval Representa-<br>tive on Joint British Military<br>Mission to the United States | "The Role of the<br>British Empire in<br>World Affairs"               | Group |
| 7 Nov 53  | Alfred G. Hart, Professor of Eco-<br>nomics, Columbia University   | "Possible Recession<br>Policy for the<br>United States"               | Group |
| 27 Nov 53 | Brigadier General Telford Taylor,<br>United States Army Reserve  | "The Fifth Amend-<br>ment and Congres-<br>sional Investiga-<br>tions" | Group |
| 9 Jan 54  | Carl L. Herczog, Professor of Eco-<br>nomics, University of Com-<br>merce, Vienna, Austria                                     | "European<br>Unification"   | Group |
| 3 Feb 54  | B. S. Pasricha, Formerly associ-<br>ated with the Indian Ministry<br>of Defense, New Delhi, India                              | "India's Role in<br>World Affairs"                                    | Group |

| Date      | Lecturer  | Subject                                     | Class Addressed |
|-----------|---|---|-----------------|
| 17 Feb 54 | C. Feieraband, Formerly Minister of Agriculture, Czechoslovakia   | "Conditions in Soviet Satellite Countries"  | Group           |
| 10 Mar 54 | Bert James Lowenberg, Professor of American History, Sarah Lawrence College                                     | "Charles Darwin, The Man and His Influence" | Group           |
| 24 Mar 54 | The Honorable Henry A. Byroade, Assistant Secretary of State for Near Eastern, African, and South Asian Affairs | "From Cairo to Karachi"                     | Group           |

#### MATHEMATICS FORUM (1)

|           |  |   |       |
|-----------|--|---|-------|
| 19 Jan 54 | George E. Kimball, Professor of Chemistry, Columbia University | "The Theory of Games and its application to Operational Analysis in the Armed Services" | Group |
|-----------|--|---|-------|

#### STUDENT CONFERENCE ON UNITED STATES AFFAIRS (3)

|          |  |   |          |
|----------|--|---|----------|
| 2 Dec 53 | Admiral Arthur W. Radford, Chairman of the Joint Chiefs of Staff | "Problems Affecting World Peace"                                | 1st & 2d |
| 2 Dec 53 | John J. McCloy, Chairman of the Board of the Chase National Bank | "Economic and Political Aspects of America's National Security" | 1st & 2d |
| 4 Dec 53 | W. Averell Harriman  | "Free World Unity and Soviet Bloc"                              | Group    |

#### KERMIT ROOSEVELT MEMORIAL LECTURE (1)

|           |  |  |          |
|-----------|--|--|----------|
| 19 Apr 54 | Lieutenant General Sir Dudley Ward, Deputy Chief of the Imperial General Staff, British Army | "The Officer: What is expected of him and how he is prepared for his task" | 1st & 2d |
|-----------|--|--|----------|

#### GENERAL LECTURES (1)

|           |  |   |          |
|-----------|--|---|----------|
| 15 Mar 54 | General Alfred M. Gruenther, Chief of Staff, SHAPE | "Accomplishments of NATO and its Present Contributions to the Security of Europe" | 1st & 2d |
|-----------|--|---|----------|

#### SUMMARY OF LECTURES BY GUEST SPEAKERS

| Activity                                | No. of Lectures |
|---|-----------------|
| Kermit Roosevelt Memorial Lecture ..... | 1               |
| General Lectures .....                  | 1               |
| Department Sponsored .....              | 70              |
| Special Activities .....                | 16              |
| <b>Total .....</b>                      | <b>88</b>       |

## LECTURES BY LOCAL PERSONNEL

| Department                           | Number | Class      |
|--------------------------------------|--------|------------|
| Electricity .....                    | 19     | 2d         |
| English .....                        | 2      | 3d         |
| English .....                        | 2      | 4th        |
| Total .....                          | 4      |            |
| Foreign Languages                    |        |            |
| In French .....                      | 6      | 3d (Group) |
| In German .....                      | 7      | 3d (Group) |
| In Portuguese .....                  | 6      | 3d (Group) |
| In Russian .....                     | 6      | 3d (Group) |
| In Spanish .....                     | 6      | 3d (Group) |
| Total .....                          | 31     |            |
| Law .....                            | 2      | 1st        |
| Mathematics .....                    | 2      | 3d         |
| Mathematics .....                    | 1      | 4th        |
| Total .....                          | 3      |            |
| Mechanics .....                      | 3      | 2d         |
| Military Art and Engineering .....   | 20     | 1st        |
| Military Hygiene .....               | 1      | 1st        |
| Military Hygiene .....               | 5      | 2d         |
| Military Hygiene .....               | 4      | 3d         |
| Total .....                          | 10     |            |
| Military Topography & Graphics ..... | 4      | 3d         |
| Military Topography & Graphics ..... | 13     | 4th        |
| Total .....                          | 17     |            |
| Ordnance .....                       | 2      | 1st        |
| Physics & Chemistry .....            | 10     | 3d         |
| Social Sciences .....                | 2      | 1st        |
| Social Sciences .....                | 9      | 2d         |
| Total .....                          | 11     |            |
| Tactics .....                        | 2      | 1st        |
| Tactics .....                        | 4      | 3d         |
| Total .....                          | 6      |            |
| Total .....                          | 138    |            |

## SUMMARY, BY CLASSES, OF ALL REQUIRED LECTURES

|                    |    |
|--------------------|----|
| First Class .....  | 64 |
| Second Class ..... | 59 |
| Third Class .....  | 50 |
| Fourth Class ..... | 19 |

## 8. DEPARTMENT OF TACTICS

## I. Administration.

The Corps of Cadets maintained its high standard of morale and discipline during 1953-1954 period.

a. Cadets were separated from the United States Military Academy for the reasons indicated:

|  |     |
|--|-----|
| Deficiency in Conduct .....                      | 1   |
| Physical Disability .....                        | 6   |
| Deficiency in Physical Education .....           | 5   |
| Deficiency in Academics .....                    | 81  |
| Deficiency in Academics & Physical Education ... | 2   |
| Deficiency in Aptitude .....                     | 6   |
| Resignations .....                               | 99  |
| Deceased .....                                   | 2   |
| Honor .....                                      | 8   |
| Total.....                                       | 210 |

Physical Disability.....4—Graduated but not commissioned  
 Deficiency in Aptitude.....2—Graduated but not commissioned

b. First Classmen were authorized twelve weekend leaves during the year with the restriction that at least one-third of the First Classmen in each company be present for duty on each weekend.

c. Second Classmen were authorized two weekend leaves during the academic year.

d. Eligible cadets of the upper three classes were authorized a twelve-day Christmas leave and a three-day spring vacation.

e. The system of granting special authorizations to First Classmen was continued. These authorizations have proven beneficial in the past in assisting the First Classmen in their transition from cadet to officer status.

f. The Fourth Class Sponsor Program, in which officers of the Post voluntarily act as sponsors for two or three Fourth Classmen, was continued.

g. Initially, seventy-five percent of the graduates of the Military Academy were allotted to the Army, and twenty-five percent to the Air Force. The breakdown for the Army was as follows:

|                          | Percent |
|--------------------------|---------|
| Armor .....              | 10      |
| Artillery .....          | 26      |
| Infantry .....           | 44      |
| Corps of Engineers ..... | 13      |
| Signal Corps .....       | 7       |

The Air Force quota of USMA graduates was increased from 25% to 30% by direction of the Secretary of Defense. To accomplish this increase, 21 cadets who were qualified and volunteered were transferred from Army to Air Force. Of these, 17 were originally assigned to the Infantry, and four were originally assigned to the Field Artillery.

## II. Extra-Curricular Activities.

a. *Representative Groups*—Through their Ring Committee, the Class of 1956 selected the Herff-Jones Company to manufacture their class rings. The First Class Committee was active in handling the special needs of the class during the year and prior to Graduation. The Second Class Committee served the Corps well in administering the equitable distribution of space at the US Hotel Thayer on crowded occasions. The First and Second Class Coordinating Committees were active during the year in many phases of cadet life and in bringing to the attention of the Special Service Officer new plans and ideas considered beneficial to the welfare of the Corps and the individual cadet. The First and Second Class Hop Committees supervised all hops during the academic year, except those of Christmas and Spring Vacations which were arranged by the Fourth Class Hop Committee. The Third Class Hop Committee was active during the summer at Camp Buckner. The Public Information Detail furnished the Public Information Office with numerous cadet articles for release to hometown newspapers. It made trips to inspect the facilities of the New York Daily News, and First Class members of the detail made a trip to the Public Information Division, Department of the Army in Washington. The Honor Committee was active throughout the year instilling and maintaining the standards of the Corps.

b. *Religious Groups*—The Cadet Chapel Choir sang at religious services at St. Thomas' Cathedral and St. John's Cathedral in New York City and participated in the American Legion Program, "Back to God—Back to Church" over a nationwide NBC radio and television network. The Cadet Chapel Chimers played the chimes daily. The Catholic Chapel Choir and Acolytes participated in services at the Blessed Sacrament Church and St. Patrick's Cathedral in New York City. The Jewish Chapel Choir participated in religious services at Temple Oheb Shalom, Baltimore, Md., Temple Israel, Larchmont, N. Y. and the Brooklyn Veterans Administration Hospital. All three choirs were active in regular religious services at West Point.

c. *Academic Groups*—The French, German, Russian, Spanish and Portuguese Language Clubs were active throughout the academic year, and made trips to various cultural centers in New York City. The French Club made a trip to the Metropolitan Museum of Art. The German Language Club saw a German movie at the Casino Theatre in the German section and attended a German Lutheran Church service in New York City. The Spanish Language Club attended a Spanish movie and a guided tour of the United Nations building in New York City. The Russian Language Club visited the Voice of America Studios for an orientation of their mission, policies, functions, and a demonstration of their operation. The Russian Language Club also watched a 1953 Soviet film, in color, entitled "Cossacks Beyond the Danube" and an information film on life behind the Iron Curtain, plus a guided tour through Slavonic Division of the New York Public Library. The Mathematics Forum took one trip to inspect the facilities of the International Business Machines Plant, Poughkeepsie, New York, as to their work with the operation and design of Digital Computers. The English Literature Seminar met regularly during the year but took no trips. The West Point Debate Council, in accordance with the broad scope of its activities, participated in 136 intercollegiate debates and in numerous discussion activities throughout the United States. The West Point Forum, a part of the Debate Council, brought several outstanding speakers to West Point and participated in seminars with instructors from the Department of Social Sciences. The

Council sponsored the eighth National Invitational Debate Tournament at West Point and the fifth Student Conference on United States Affairs. Two groups of the Ordnance Club went on separate trips, one to the Ford Assembly Plant at Edgewater, New Jersey, the other to visit the Springfield Armory to study the manufacture of basic small arms. The cadets saw the multitude of operations and precision inspections in the manufacture of the M-1 Rifle.

d. *Publications*—The Howitzer, Pointer, Bugle Notes, and the 1956 Mortar staffs published their various publications.

e. *Entertainment Groups*—The Dialectic Society presented the Annual Hundredth Night Show on 12, 13 and 14 March 1954. The Society sponsored the presentation of the road show version of "Annie Get Your Gun" on 12 October 1953, and the Players Incorporated production of "The Miser" on 2 May 1954, which were enthusiastically received by the Corps. The Cadet Glee Club has appeared on Ed Sullivan's TV Show, and performed at three benefit concerts; joint concert with Marymount College Glee Club at Marymount College, Tarrytown, New York, a concert at Town Hall, New York City, for the benefit of the March of Dimes Fund, and a benefit concert under the auspices of the Mutual Benefit Life Insurance Company of Newark, New Jersey. On 13 September 1953, eighty members of the Glee Club participated in the NBC's TV Program "Kick-off 1953" relating to the start of the college football season last fall. The Glee Club did an outstanding job of public relations this past year and have received many favorable comments wherever they have appeared. The Cadet Dance Orchestra furnished music for the Corps during evening meals on several occasions and at several hops during the year. The Special Program Committee obtains and sponsors special entertainment for the Corps. These programs are put on at the Army Theatre from 1845 until 2000 on Sunday evenings. This year the entertainment included: Variety Show with Fran Warren, Harvey Stone; Earle Spicer—Piano Specialist (Plebe Christmas); Swedish Olympic Gym Team; The Gershwin Orchestra—Musical Program by the Gershwin Orchestra; Arthur Treacher—Comedian; Lafayette College Glee Club Joint Concert with Cadet Glee Club; Eddie Condon and his Dixieland Band; Don Cossacks—Choral Group; "Toast of West Point"—Morey Amsterdam, MC—with USMA Band.

f. *Hobby Group*—The Camera, Fishing, Model Railroad and Model Airplane Clubs were very active during the year. The Cadet Camera Club placed fifth out of ten in the Second Intercollegiate Photo Contest which included such colleges as: Brown, Columbia, Dartmouth, Harvard, Cornell, Pennsylvania, Princeton, Yale and Navy. The Fishing Club was assigned Bldg. #1721 near Camp Natural Bridge as a permanent Fishing Lodge. The Fishing Club assisted the Post Game Warden in trapping predatory animals in keeping with the program of game control on the reservation. The Model Railroad Club completed installation of their re-assembly and lay-out in the rear of the Power Plant. The lay-out is now operational throughout. Most equipment has been reconditioned and is now in good working condition. Three shows were held,—one at Christmas conducted by the Fourth Classmen and operated as an open house. Approximately 400 people attended. An operational show was held the weekend of the Hundredth Night Show. Approximately 1000 people attended this show to view train operation and club facilities. A similar show was presented to the general public during June Week. To stimulate interest in the Model Airplane activities, the Model Airplane Club made several visits to the Montgomery Aux-

iliary Air Base at Montgomery, New York. Trips were made during free time on Sundays. These trips also enabled the cadets to compete with Stewart AFB Model Airplane Club and other clubs in this vicinity. The Art Club was not very active during the past year and this office is considering recommendations of both the cadet-in-charge and the Officer-in-Charge to abolish this club next year. Cadet members have not shown enough interest to warrant the continuance of this activity. The Station Hospital Sports Staff was active throughout the year broadcasting sporting events to patients in the hospital in addition to musical programs.

g. *Competitive Group*—The Handball, Sailing, Skeet, Ski and Water Polo Clubs engaged in intercollegiate competition at West Point and in trips away. The Cadet Chess Club lost eight of the nine games played and tied one. The Golf Club was active last fall and this spring holding recreational tournaments for club members. The Handball Club won four out of fourteen scheduled matches. The annual team trophy of the Inter-Collegiate Tournament held at West Point was won by the Handball Club. The Pistol Club was active throughout the year and had the outdoor range open for firing almost every Sunday. The Skeet Club won four out of five skeet competitions during the year. The Water Polo Club won six out of eight competitions. The Water Polo Club won the Eastern Collegiate Water Polo Championship for the third straight year and placed second in the AAU Junior Nationals Tournament. The Weight Lifting Club attracted a great number of cadets to their Weight Lifting room for work-outs.

h. *Contributions*—The Corps of Cadets contributed \$2901.48 to the West Point Community Chest, and \$1938.75 to the American Red Cross Drive. The Class of 1954 contributed \$200 to the Catholic Chapel, \$75.00 to the Jewish Chapel and \$700.00 for the installation of a memorial window in the Cadet Chapel.

i. *Hostesses*—The Hostess and the Assistant Hostess chaperoned at all cadet hops. They gave cadets invaluable assistance in arranging accommodations for guests during Fourth Class Christmas and June Week. They advised and assisted the Hop Committee throughout the year, particularly in connection with Camp Buckner hops and Fourth Class Christmas entertainment. Many inquiries from families or guests of cadets were received and answered during the year. The Hostess assisted the Tactical Department in presenting to the Fourth Class a short course in Social Customs and Courtesies. Mrs. Barth, the Senior Cadet Hostess, was awarded an 'outstanding' vote for her work.

j. *Miscellaneous*—The Corps of Cadets donated a total of 1599 pints of blood this year. Cadets represented 90% of the donors at West Point.

### III. Training.

#### a. *General*—

1. Cadet military instruction during the period 1 July 1953–30 June 1954 was held in accordance with the USMA Four Year Military Program of Instruction.

2. The instruction of all classes was divided as follows:

|  |           |
|--|-----------|
| Field Type Tactical Training (Summer) .....            | 1178 hrs. |
| Classroom Type Tactical Training (Academic Year) ..... | 205 hrs.  |
| Ceremonies and Inspections .....                       | 392 hrs.  |
| *Office of Physical Education .....                    | 434 hrs.  |
| *Office of Military Psychology & Leadership .....      | 132 hrs.  |

Total.....2341 hrs.

\*Details in Separate Section

b. *Military Instruction*—

1. *Summer Training*.—1 July–30 August 1953 and 9–30 June 1954.

a. *Class of 1954* was divided into two groups, one group being on leave while the other group was on duty. Each of these groups was divided into three details as follows:

- (1) During New Cadet Barracks from 7 July to 30 August 1953, 165 cadets were assigned duties as cadet commanders and instructors for the incoming Fourth Classmen.
- (2) At Camp Buckner from 6 July to 30 August 1953, 45 cadets were assigned as instructors for the Third Class Training.
- (3) From 1 July to 29 August 1953, 110 cadets performed duties at three Army Replacement Training Divisions and at one Air Force Indocination Center. Their duties were those normally assigned junior officers of the company or squadron level.

b. *Class of 1955*

- (1) *Air Force and Airborne Training*.—After completing the Naval phase of training, (CAMID) cadets of the Class of 1955 received Air Force training at Eglin AFB, Florida from 25 June to 10 July 1953. Half of the class was scheduled to go to Maxwell Field, Alabama for one phase of their training, but because of the high incidence of polio in this area all cadets were trained at Eglin AFB. Other cadet training during the summer consisted of:
  - (a) Airborne training at Fort Bragg, North Carolina from 13–17 July 1953.
  - (b) Engineer training at Fort Belvoir from 20–21 July 1953.
  - (c) Chemical training at the Army Chemical Center, Maryland from 23–24 July 1953.
  - (d) Signal training at Fort Monmouth, New Jersey from 27–28 July 1953.
- (2) *Combined Arms Trip*.—From 9–26 June 1954 the Class of 1955 received training at Wright-Patterson AFB, Fort Knox, Fort Sill, Fort Bliss and Fort Benning. Movement was by C-124 aircraft.
- (3) *European Trip*.—Twenty-four cadets of the Class of 1955, accompanied by two officers, visited the Royal Military Academy, Sandhurst, England during the period 11–20 June 1954. The group then visited SHAPE and NATO forces in Europe during the period 20 June–8 July 1954.

c. *Class of 1956*

- (1) *Camp Buckner*.—Upon returning from leave on 6 July 1953, the Class of 1956 moved to Camp Buckner for individual and squad Field Training. The class received instruction in Armor, Artillery, Engineering, Field Sanitation, Squad Field Exercises, Platoon in Attack Demonstration, Military Information and Security, Map Reading, Quartermaster Activities, Signal Corps, Transportation Corps, Military Courtesy, Interior Guard and Weapons Firing to include qualification firing of M-1 rifle and indoctrination firing of Machine Gun, Pistol, Grenades, Mortars, Recoilless Rifle (sub-caliber), and Rocket Launcher.
- (2) *Summer Training Trip*.—On 10 June 1954, the Class of 1956 departed West Point to receive Naval and Air Force Training as follows:

- (a) *Naval Training*.—As contrasted to the limited scope of Naval training received previously during CAMID, cadets this year received a broad basic orientation (TRAMAC) in the missions, roles, organization, capabilities and limitations of the US Navy necessary for an officer of the Army or Air Force. Cadets received their training on a battleship and on a light cruiser and at the amphibious base, Little Creek, Virginia.
- (b) *Air Force Training*.—During the period 19 June–2 July cadets received Air Force training at Eglin AFB, Florida and Maxwell AFB, Alabama. They received broad basic instruction in the missions, roles, organization, capabilities and limitations of the US Air Force necessary for an officer of the Army.

d. *Class of 1957*

*New Cadet Barracks*.—The Class of 1957 entered West Point on 7 July 1953. During the summer the new cadets received instruction in the Basic School of the Soldier. The process of indoctrinating and motivating new cadets into Military Life was conducted primarily by cadets of the First Class and was conducted during the period July and August.

2. *Academic Year Military Instruction*.—September 1953 to May 1954.

a. *Class of 1954*.—During the academic year the military training consisted of instruction in Armor, the Techniques and Procedures in Troop Leading, Dismounted Drill, Physical Education, Leadership in the Service and Intramural Athletics (Administration of Athletic Program), Artillery, Organization of the Armed Forces, Combat Intelligence, Air Force and General Administration.

b. *Class of 1955*.—During the academic year cadets received instruction in Dismounted Drill, Armor, Tactics and Techniques of the Infantry Company, Artillery, Military Instructor Training, Physical Education and Intramural Athletics.

c. *Class of 1956*.—During the academic year cadets received training in Dismounted Drill, Basic Psychology, Basic Tactics and Techniques of the Infantry Platoon, Air Force, Physical Education and Intramural Athletics.

d. *Class of 1957*.

- (1) *Academic Year*.—During the academic year, cadets received training in Dismounted Drill, Map Reading and Terrain Appreciation, Social Customs and Courtesy, Basic Weapons, Basic Tactics of the Squad, Armor, Artillery, Physical Education and Intramural Athletics.
- (2) *Christmas Week Program*.—During the period 22 December 1953–3 January 1954, the upperclasses departed on Christmas Leave and the Class of 1957 had "Plebe Christmas." Required tours of Cadet Dining Hall and Cadet Store were conducted. Families were permitted to visit in barracks on Christmas and were invited to eat Christmas Dinner in the Cadet Dining Hall. The Department of Tactics held an Open House for cadets and their families during the holidays.

c. *Miscellaneous Activities*.

1. *Football Trips*.

a. On 17 October 1953, the Corps of Cadets attended the Army–Duke football game at the Polo Grounds, New York, New York.

b. On 14 November 1953, cadets of the First Class attended the Army-Pennsylvania football game at Franklin Field, Philadelphia, Pennsylvania.

c. On 28 November 1953, the Corps of Cadets attended the Army-Navy football game at Municipal Stadium, Philadelphia, Pennsylvania.

## 2. Funerals.

a. A cadet company participated in the funeral services for the late Cadet Francis Henry Lanahan, III, Class of 1955 on 15 July 1953.

b. A cadet company participated in the funeral services for the late Cadet William Barclay McCrea, Class of 1956, on 3 November 1953.

c. First Battalion, 1st Regiment, participated in the funeral services for the late Lt. General Robert C. Richardson, Jr., USA Ret., on 15 March 1954.

d. A cadet battalion composed of Companies A and B 1st Regiment and L and M, 2d Regiment, plus the Cadet Chapel Choir traveled to Washington, D. C. to participate in funeral services for the late General Hoyt L. Vandenberg, USAF, Ret., On Monday, 5 April 1954.

3. *Boy Scout Visit*.—Because of seven inches of snow, only 5,000 Boy Scouts of the expected 15,000 visited West Point on 7 November 1953. They were taken on a tour by Fourth Classmen and attended the Army-North Carolina State football game.

4. *Cadet-Midshipman Exchange Program*.—Exchange visits were conducted between USMA Cadets and USNA Midshipmen of the Second Class in groups on the following dates:

|                |                |
|----------------|----------------|
| 28-31 January  | 25-28 February |
| 4-7 February   | 25-28 March    |
| 11-14 February | 1-4 April      |

During these visits cadets and midshipmen learned of their counterparts by living with and by participating in the customs, traditions, training, education and daily living habits of their sister service.

5. *ROTC Visits*.—During the year several schools and universities sent groups of ROTC students to West Point for visits similar to the Midshipman visits for the purpose of fostering better understanding between future officers. Schools that participated were:

Harvard University—25-28 February  
 Ohio State University (AFROTC)—1-4 April  
 US Merchant Marine Academy—1-4 April

The Commanding General, First Army, requested that schools from his area be allowed to visit West Point. The following is a list of the schools that visited West Point:

Canisius College—25-28 March  
 Fordham University—25-28 March  
 Hofstra College—25-28 March  
 Princeton University—25-28 March  
 St. Bonaventure University—25-28 March  
 St. Lawrence University—25-28 March  
 Boston College—1-4 April  
 Dartmouth College—1-4 April  
 Norwich University—1-4 April

University of Connecticut—1-4 April

University of New Hampshire—1-4 April

University of Rhode Island—1-4 April

6. *Armed Forces Day Parade.*—On 15 May 1954 the Corps of Cadets participated in the Armed Forces Day Parade in New York City.

7. *Memorial Day Services.*—On Sunday, 30 May 1954 the Corps of Cadets participated in Memorial Day Services at Battle Monument.

8. *Prep School Visits to USMA and Orientation Talks.*

a. The United States Military Academy Preparatory School at Stewart Air Force Base made visits to the United States Military Academy during the Fall of 1953. The purpose of these visits was to furnish the candidates an orientation on the historical sites and buildings of the US Military Academy.

b. To further the candidates knowledge of "The West Point Way" cadets were selected to give orientation talks to the candidates. Seven talks were given during the period 22 January to 2 April 1954.

9. *West Point Candidate Testing Boards.*—USMA Officers acted as advisors for the Physical Aptitude Test for West Point Candidate Testing Boards conducted during the period 1-10 March at installations throughout the United States. Orientation talks were given by the officers to better acquaint candidates with the standards of West Point.

#### IV. Supply.

a. *Cadet Barracks.*—Renovations and repainting of cadets barracks to be accomplished with Fiscal Year 1955 Funds were started as soon as possible after allocation of the funds. Major projects to be completed during the Fiscal Year are as follows:

1. Construction of bathrooms on second, third and fourth floors of North Barracks and on second and fourth floors of Central Barracks.
2. Installation of lavatories in first floor rooms of Central and North Barracks.
3. Installation of concrete bases for athletic lockers in Central and North Barracks.
4. Conversion of space in basement to study rooms.
5. Replacement and repair of floors in Central Barracks.

b. *Transportation.*—Transportation to and from places of instruction was provided for cadets who normally drove all vehicles. Transportation for all trips was provided through commercial, rail, bus, airlines and military facilities. Arrangements were made to provide cadets going on leave with the best possible accommodations. Extensive use was made of MATS facilities to provide airlift for cadets desiring to visit their parents in the various theaters of operation.

c. *Individual Clothing and Equipment.*—The initial supply of equipment and clothing for the Class of 1957 was procured and issued. At the annual Ordnance Inspection the M-1 rifles were found to be in satisfactory condition.

d. *Organizational Equipment.*—All cadet cots were replaced by beds with innerspring mattresses and pads. The status of the Cadet Furniture Replacement program is as follows:

|               | Ordered | Received | Needed<br>To Complete |
|---------------|---------|----------|-----------------------|
| Desks .....   | 0       | 0        | 132                   |
| Chairs .....  | 596     | 0        | 596                   |
| Lockers ..... | 200     | 200      | 220                   |

No desks were ordered during the Fiscal Year because current prices are considered excessive.

e. *Utilization of Facilities.*—Forty-two (42) rooms were reclaimed for use as cadet rooms thereby reducing the number of four-man rooms.

f. Authority was received from Department of the Army to sell wool socks to members of the graduating class.

## V. Military Psychology and Leadership.

### a. Cadet Instruction

1. *Courses.*—During the period 1 July 1953 to 30 June 1954 the Office of Military Psychology and Leadership presented courses of instruction as outlined below:

#### a. *Third Class* (Class of 1956), 522 Cadets

Basic Psychology, 27 hours. Including: Introduction to Psychology, Scientific Method as Applied to Psychology, Development of the Organism, Nature and Principles of Learning, Remembering and Forgetting, Thinking and Reasoning, Motivation of Human Behavior, Frustration and Conflict, Emotional Behavior, Sensory Functions, Attending, Perceiving, Statistical Procedures, Intelligence, Aptitudes, and Personality. Section room discussion was supplemented by three lectures by the Staff Psychologist and one lecture by the Psychiatrist, US Army Hospital, West Point.

Text: *Psychology, The Fundamentals of Human Adjustment*, Second Edition, N. L. Munn, Houghton Mifflin Company.

#### b. *Second Class* (Class of 1955), 482 Cadets

Military Instructor Training, 45 hours. Including: Lectures on public speaking and military training; demonstrations, displays and lectures on the construction, procurement and use of Training Aids; section room explanation of the Lesson Plan, Critique and Impromptu Talks; preparation and presentation by each cadet of a 15-minute lecture and a 30-minute lesson; cadet and instructor critiques of each cadet presentation; cadet impromptu talks; and cadet lectures utilizing public address system equipment. This course is designed to assist the Second Classman prepare for his role as a leader in the Corps of Cadets during the summer training program and his First Class year, as well as to prepare him for duties as a Military Instructor after becoming an officer. Maximum advantage was taken of the "application" phase of instruction thereby allowing the cadet to benefit from learning by doing.

Text: *Military Training* (FM 21-5), Dept. of the Army; *Handbook of Public Speaking*, Dolman.

#### c. *First Class* (Class of 1954), 641 Cadets

Military Management, 12 hours. Including: Introduction, Problems of Management in the Military; Management Functions of Planning, Organ-

izing, Directing, Controlling, and Coordinating. Section room instruction was supplemented by a practical problem in Military Management.

Text: *Military Management*, Office of Military Psychology and Leadership, United States Military Academy.

Military Personnel Management, 16 hours. Including: Organization for Personnel Management, Recruitment and Induction, Classification and Assignment, Tests and Testing, Development of the Individual, Counseling and Guidance, Rotation and Replacement, Personnel Services, Merit Ratings, and Promotion, Separation and Retirement. Section room discussion was supplemented by a training film and three guest lectures.

Text: *Military Personnel Management*, Office of Military Psychology and Leadership, United States Military Academy.

Principles and Techniques of Leadership, 24 hours. Including: The Meaning of an Officer's Commission, Formation of Military Ideals, Responsibilities and Privileges of an Officer, Getting Along with People, Planning Your Career, Human Nature, Group Nature, Morale, Discipline, Rewards and Punishments, and the Principles of Leadership. Section room discussion, role-playing, directed group discussions, and book reviews were supplemented by three guest lecturers, a discussion by a panel consisting of visiting combat experienced officers, and a discussion by a panel of non-commissioned officers.

Text: *The Armed Forces Officer*, Dept. of Defense, United States Government Printing Office; *Principles and Techniques of Leadership*, Office of Military Psychology and Leadership, United States Military Academy.

#### b. *Instructor Training*

1. Four (4) instructors took graduate work in Psychology and Management at Columbia University.

2. Instructor Seminars were conducted on each subject presented in the courses on Basic Psychology, Military Management, Military Personnel Management, and Principles and Techniques of Leadership. In addition a 15 hour training program was conducted for the instructors of the course in Military Instructor Training.

#### c. *Staff Psychologist's Functions*

1. The Staff Psychologist's office was considerably reorganized during the past year. Due to a change in personnel, emphasis has shifted in the direction of extended and comprehensive use of psychological tests and other psychological measuring instruments. Introduction of extensive testing brings the Staff Psychologist's functions more in line with a comparable counseling service at a university or college. This extended service was available not only to those cadets required to visit the Staff Psychologist but also to those who came to see him on their own initiative.

2. During the year, the Staff Psychologist continued to interview those cadets referred to him by tactical officers, other members of the Department of Tactics, and the Psychiatrist at the United States Army Hospital. By far the majority of referrals are for cadets who are failing to meet the minimum standards in Aptitude for the Service. In addition, there continued to be self-referrals by those cadets who felt that the counseling and evaluation services of the Staff Psychologist could be of individual benefit to them. Reports of these self-refer-

als are not made to any agency at West Point and are primarily for the assistance of the cadet.

3. As in the past, the Staff Psychologist continued to interview those cadets who desired to resign. A large majority of these were Fourth Classmen although there were some upperclassmen. These resignee interviews are designed to ease the transition of the cadet from military to civilian life, insure that he properly understands the significance of his step, and to collect certain data for research purposes in order to eventually eliminate the necessity for cadets resigning.

4. The Staff Psychologist conducted a special course in counseling for the company tactical officers during the fall of the year. In this course company tactical officers were acquainted with the principles and practice of personality counseling to include, preparation for the counseling interview, steps in counseling, what to look for in the counseling interview, how to properly evaluate information coming from the interview, use of specialists to assist the tactical officer, and the necessity for thorough follow-through and follow-up in each individual case.

5. In addition to the counseling of cadets and the instruction of company tactical officers, the Staff Psychologist continued to act as the principal psychological advisor to the Director and to assist in the preparation of course materials, texts, and tests.

d. *Aptitude System and Self-Evaluation*

1. The two regular term-end Aptitude Ratings for the First, Second, Third, and Fourth Classes and the Summer Aptitude Rating for the Third Class were accomplished in accordance with existing directives and procedures. These ratings, with attendant board proceedings, records maintenance, parent notification, and other phases of the Aptitude System were administered in conformance with the publication entitled, *The Operation and Administration of the Aptitude for the Service System, USMA, 1953*.

2. During the year many changes were made in the Aptitude System to make it more administratively simple and to reflect the latest scientific findings pertinent to it. The major changes were as follows:

a. *Elimination of Group E.*—In 1952 the bottom 7% of each class were declared in Group E which meant that they received special guidance and attention. It was found that such an arbitrary division was faulty so that this designation was eliminated. When Group E was used, parents of the cadets concerned were notified of their son's status. To replace this type of notification, parents of cadets in the future will be notified that their sons are in the Top Quarter, Middle Half, or Bottom Quarter of the class or that they are Conditioned in Aptitude. It will be the function of the Aptitude Board to select those cadets requiring special guidance.

b. *Aptitude Boards.*—Until the Spring of 1954 there were four Aptitude Boards in operation. An Aptitude Screening Board determined which cadets were to be placed in Group E or were to appear before a Board. Two Regimental Aptitude Boards heard the cases of those cadets of doubtful proficiency who had not previously been conditioned. A Brigade Board heard those cases involving conditioned cadets. To simplify the system, and to achieve a greater uniformity within the system, these board functions were consolidated and one board (the Brigade Aptitude Board) now screens and hears all cases.

c. *Early Emphasis.*—In order to be fair to the cadet, while at the same time safeguarding the interests of the Army and the Military Academy, it was de-

cided to put the emphasis upon earlier selection of cadets of doubtful proficiency. This means that cadets are now considered extensively during their Fourth Class and even more so during their Third Class years in order to pick out those cadets who need assistance or who must be eliminated.

3. The Cadet Self-Evaluation Rating was administered to the Cadets of the Third Class during their summer training at Camp Buckner. This is a system whereby cadets may compare a subjective rating of themselves with a composite rating based on anonymous classmate ratings along ten important leadership characteristics. The cadets were given overall class results so that they could compare their fellow cadets rating of them not only with the self rating but with the class averages.

*e. Research*

1. During the year this office continued to work with the Personnel Research Branch, Adjutant General's Office, on projects related to the study and prediction of leadership. This office made available to the Personnel Research Section certain information on cadets for publication in future reports.

2. Local research, particularly on the Aptitude System, continued during the year. Studies were conducted on the effects of age on aptitude standing, the "slotting" of cadets, the interrelation of aptitude ratings, and the use of additional raters and a rating form. Analysis of research continues to point to the Aptitude System as a sound and well-thought out system which is based on the latest and most reliable findings in rating research. Analysis of results pointed out that the system based on cadet and tactical officer evaluation is by far superior to a system based on ratings by multiple raters (largely academic instructor) and that the present system of ranking is not inferior to a system based on the use of a rating form.

3. Probably the largest single research project of this office during the past year has been that conducted by New York University under contract to the Special Devices Center, Office of Naval Research, designed to study the courses of instruction offered by this Office with particular emphasis upon leadership. This study, which started with the limited scope of meeting the requirements of this office, has been expanded to include an Army-wide study of leadership. The primary interest of the research project is to develop training devices and aids to assist in the accomplishments of the objectives of the courses of instruction of this office and leadership instruction throughout the Army. This project required the extensive testing and interviewing not only of cadets at West Point but follow-up studies of recent graduates. To date, results of this study are not in publishable form but indications are that considerable benefit will accrue to the Military Academy as a result of these studies.

*f. Replacement Training Division Details*

1. A total of two hundred and five (205) cadets were detailed to Replacement Training Divisions for thirty (30) days. Stations utilized for this training were Fort Dix, N. J.; Fort Knox, Ky.; Fort Jackson, S. C., and Sampson AFB, N. Y. This office administered the entire program and provided officers-in-Charge for all stations. Details are found in the report of S3, USCC, under "Summer Training."

*g. Extra-Departmental Activities*

1. During the period of this report, members of the Office visited institutions and organizations listed below for the purpose of research or advancing individual professional qualifications:

Columbia University, New York City  
 Personnel Research Section, The Adjutant General's Office,  
 Washington, D. C.  
 Special Devices Center, Port Washington, L. I., N. Y.  
 Guided Missile School, Fort Bliss, Texas  
 Guided Missile School, Sandia AFB, New Mexico  
 Human Resources Research Office, AG, Dept. of the Army

#### h. *Miscellaneous*

1. The Fourth Class Sponsor Program in which officers of the United States Military Academy voluntarily offer to act as sponsors for two or more Fourth Class Cadets, was administered as in previous years.

2. A First Class Advisory Program was administered during the Spring to provide First Classmen an opportunity to discuss with an officer, of their branch selection, and his wife, problems relating to service in the Army, social obligations and marriage. Officers and cadets both participated in the program on a voluntary basis.

3. The Eisenhower Award for Excellence in Military Psychology and Leadership courses, presented annually by Mr. Charles P. McCormick, was awarded for the fourth time. The award, an engraved sterling silver platter, was presented to Cadet Donald P. Shaw, Class of 1954.

### VI. Physical Education.

#### a. *Cadet Instruction*

The physical education program was divided into three phases: instructional classes which were compulsory for all cadets, intramural athletics which were required for all cadets except those on current intercollegiate athletic squads, and special classes for those cadets who were in need of remedial treatment or additional instruction.

#### 1. *Instructional Classes*

##### *Fourth Class*

##### Summer Training

|                              |                       |
|------------------------------|-----------------------|
| Conditioning Exercises ..... | 13 periods (30 min.)  |
| Athletic periods .....       | 26 periods (60 min.)  |
| Five-minute Swim Test .....  | 1 period (60 min.)    |
| Total.....                   | 40 periods (33½ hrs.) |

##### Physical Education Classes

|   |                      |
|---|----------------------|
| Boxing, Wrestling, Swimming and<br>Gymnastics (24 periods each) ..... | 96 periods (45 min.) |
| Golf and Tennis (9 periods each) .....                                | 18 periods (45 min.) |
| Voice and Command .....   | 3 periods (45 min.)  |
| Testing .....   | 3 periods (60 min.)  |

Total.....120 periods (90¼ hrs.)

##### *Third Class*

##### Physical Education Classes

|   |                      |
|---|----------------------|
| Basketball, Volleyball and Unarmed Combat.... | 21 periods (60 min.) |
| Handball or Squash (7 periods ea.).....       | 7 periods (60 min.)  |
| Testing .....                                 | 2 periods (60 min.)  |

Total..... 40 periods (44 hrs.)

*Second Class*

|                           |                      |
|---------------------------|----------------------|
| Coaching Techniques ..... | 10 periods (60 min.) |
| Instructor Training ..... | 9 periods (60 min.)  |
| Testing .....             | 2 periods (60 min.)  |
| Total.....                | 21 periods (21 hrs.) |

*First Class*

|  |                     |
|--|---------------------|
| Physical Training Administration ..... | 7 periods (60 min.) |
| Testing .....                          | 2 periods (60 min.) |
| Total.....                             | 9 periods ( 9 hrs.) |

*2. Intramural Athletics*

The intramural athletic program had the purpose of accomplishing a broad sports education while conditioning, teaching basic athletic skills, and providing experience in coaching teams and administering athletic programs.

The program was organized and directed by the Office of Physical Education but administered by cadets under the supervision of physical education instructors. Practically all First Classmen, during some intramural season, received an assignment in the administrative or coaching phases of this program. Cadets were prepared for their assignments during their Second Class year by the coaching techniques and instructor training courses. First Class cadets served as cadets-in-charge of sports, as company athletic representatives (company directors of athletics), coaches, and officials. Assistant coaches and assistant athletic representatives were designated from the Second Class.

The program was divided into three seasons as follows:

Fall—20 attendances (compulsory)—football, golf, lacrosse, and track.

Winter—16 attendances (voluntary)—basketball, boxing, handball, squash, swimming, wrestling, and volleyball.

Spring—16 attendances (compulsory)—cross country, golf, softball, tennis, soccer, and water polo.

Attendance by regiment was scheduled twice a week, each period being seventy-five minutes in length. The unit of competition was the company. A round-robin competition in each sport (eleven league contests) was carried out with playoffs between regimental championship teams at the end of each season to determine the Corps Champion in each sport.

During their Academy career all cadets were given game experience in approximately ten sports, providing they did not spend part of their time on inter-collegiate squads.

*3. Special Classes*

*a. Special Swimming.*—This squad consisted of all cadets declared non-swimmers in swimming tests given at entrance. Attendance was required four times weekly on the cadet's own time. Before he was relieved from the Special Swimming Squad, a cadet had to be able to swim forty yards, demonstrating good form and effectiveness for each of three of the four basic strokes—crawl, side, breast and elementary back and he had to be able to swim the following distances in five minutes: First Class, 200 yards; Second Class, 200 yards; Third Class, 190 yards; Fourth Class, 165 yards prior to Christmas, and 175 yards thereafter. This increased distance was required to insure that the cadet was capable of progressing with his class in their advanced state of class instruction.

b. *Posture and Correctives.*—Corrective exercises were given to individual cadets having remediable postural defects. Frequent careful rechecks were made in each case to determine the progress of correction. Cadets with extreme defects were required to attend special corrective classes twice a week until a satisfactory degree of improvement was noted.

c. *Reconditioning Program.*—This was a program designed to hasten the return to active duty of cadets who were excused because of physical injury or illness and to lessen their chance of reinjury by specially prescribed exercise.

A qualified instructor worked with each case individually, with medical consultation, to determine the type of exercise the cadet should perform to hasten his return to full physical education participation.

b. *Administration.*

1. *Personnel.*—One instructor made advancement toward his Doctor of Philosophy degree by attending a summer session at the University of Minnesota.

2. *Supply.*—All intramural equipment in addition to regular cadet clothing (i.e., football uniforms, lacrosse masks and sticks, etc.) was furnished by the Office of Physical Education. This equipment was provided from appropriated funds and the annual cost per cadet averaged approximately five dollars (\$5.00).

c. *Extra-Departmental Activities.*—Members of this office contributed to the efforts of the following professional organizations by serving as chairmen of committees, members of committees, lecturers or by assisting with studies and work sessions:

New York State Association for Health, Physical Education, and Recreation

American Association of Health, Physical Education, and Recreation  
Physical Education Council of the New York State YMCA  
Conference for National Cooperation in Aquatics  
State Education Department, New York State

## 9. OFFICE OF THE ASSISTANT CHIEF OF STAFF, G-1

The Assistant Chief of Staff, G1, exercises general staff supervision over the Civilian Personnel Office, Post Exchange, West Point Army Mess, Library, Military Police activities and the Association of Graduates. The Assistant Chief of Staff, G1, is also charged with the duties prescribed in paragraph 15, FM 101-5, "Staff Organization and Procedure," including assignment of quarters, personnel management and staff administrative matters.

Under the present policy for Mandatory Active Duty for Training of Army Mobilization Designees under the Jurisdiction of Department of the Army, five officers received active duty training in various academic departments during the summer.

Following is a detailed report of Civilian Personnel Office activities:

*Civilian Personnel Program:*

The past fiscal year revealed a relatively stable local labor market with the positions of stenographer and tailor remaining in a shortage category. As of 30 June 1954, 1,749 civilian employees were on the rolls, a decrease of sixteen from the previous year. Of this number 105 were seasonal employees. Place-

ments for the year numbered 768 of which 187 were in-service, a relatively high proportion to be developed from within.

In conjunction with the Civilian Efficiency Awards Program, revitalized efforts resulted in the receipt of 44 suggestions, an approximate increase of 131% over the previous year. Of this number five were approved for adoption with the suggesters receiving cash awards amounting to \$160.50. Savings resulting from the suggestions are estimated at approximately \$3500. Outstanding performance ratings were awarded to five persons during the year, while six of eleven recommendations for Superior Accomplishment Pay Increases were approved. As a means of motivating interest and morale in addition to recognizing long and efficient Federal civilian service, a policy has been initiated to award certificates for 10 and 20 year periods and certificates and gold lapel emblems for a 30 year period of service.

The USMA Board of U. S. Civil Service Examiners, continuing to service the requirements of a seven county area, announced 24 examinations, established 18 registers of eligibles from which 360 certificates of applicants were issued. During the year 919 applications were rated, 1,468 names certified and 418 placements made.

During the year civilian and military personnel numbering 2,229 were given 4,152 hours of training, both on and off-the-job. This training, including lectures, conferences, demonstrations and film presentations, was either conducted or arranged by the Civilian Personnel Office staff. On-Post courses included Wage Surveys, Employee Orientation, Employee Rights, Privileges and Responsibilities, Safe Practices, Salary and Wage Administration, Hours of Duty, Performance Rating, Use of Trip Tickets, Complaints and Grievances, Safety, a Responsibility of Supervision, Development of Understudies, Personnel Policies, Regulations and Procedures, The Selection of Employees, Employee Discussions, Incentives and Efficiency Awards and The Supervisor's Place in Accident Prevention. Individual training programs were established for the positions of Cook Helper and Teletypewriter Operator. Off-post training was furnished in the fields of Safety Engineering and T-38 Familiarization. Ordnance personnel received a week's training on Hydramatic Transmissions given by a representative of General Motors Corporation while a mobile instruction team of General Motors conducted a 40-hour course in the Operation and Maintenance of Diesel Engines for 12 Ordnance automotive personnel. Approximately 200 civilian employees also witnessed traffic safety demonstrations in the Field House sponsored and conducted by the National Safety Council.

The Civilian Personnel Office continued to coordinate the dissemination of occupational information with area high schools, staff members participating in Career Day programs of several Hudson Valley secondary schools.

From January 1954 to 30 June 1954 the Civilian Personnel Office, at the direction of the Office, Chief of Staff, participated in a pilot test-run of the Army's Revised Performance Rating system. This program involved 200 Wage Board employees and 25 supervisors and resulted in extensive indoctrination, training, evaluation of performance, analysis of test results and preparation of statistical summaries.

Again, the Academy was host to the joint annual conference of the College-Federal Agency Council and the Federal Personnel Councils of Metropolitan New York, New Jersey and Mohawk-Hudson, at the U. S. Hotel Thayer on 14, 15 and 16 October 1953.

All positions (a total of 1679) were reviewed for necessity and the propriety of grade. A wage survey of the locality, conducted during the month of September, resulted in the following adjustments in the rates for Wage Board employees: Regular—approximately 6¢ p/h; Printing & Lithographic—approximately 6¢ p/h; Laundry—from 2¢ p/h at WB-6 to 18¢ p/h at WB-13; Supervisory—approximately 8¢ p/h.

#### 10. OFFICE OF ASSISTANT CHIEF OF STAFF, G-2 and G-3

The Office of AC/S, G-2/3 performed for the Superintendent the normal staff function of intelligence. Staff functions concerning plans, operations, organization and training were reduced significantly when the Commandant of Cadets was assigned full responsibility for the military training of cadets. (G.O. No. 23, 8 June 1953.) Responsibility for staff supervision of the West Point Museum was also relinquished. (G.O. No. 40, 7 Oct 1953.)

The office consists of the Assistant Chief of Staff, G-2/3, one stenographer, and one clerk-typist. An Air Force officer is assigned duty in this office when not required for his duties as pilot for the Superintendent and staff personnel; for administrative and operational matters peculiar to the ninety-one Air Force officers on duty at USMA; and for assistance in flight checks on the pilots among the officers stationed here.

Intelligence activities increased as a result of Department of Army policy changes affecting security clearances of members of the Corps of Cadets. Major changes included requirements for the initiation of National Agency Checks within ninety days following the admission of cadets and for the discharge of any cadet receiving an unfavorable National Agency Check. As a result of the former, the necessary forms for members of the Class of 1957 were submitted June 1953 in order to obtain National Agency Checks for all assigned cadets. Action was initiated to establish policies and procedures for the discharge of cadets receiving unfavorable National Agency Checks. In addition, more stringent general requirements were imposed by Department of the Army in most counterintelligence activities.

Close contact was continued with the corresponding sections of First Army. Although USMA functions directly under the Assistant Chief of Staff G-3, Department of the Army, First Army has certain area responsibilities, USMA has volunteered certain assistance to First Army in emergencies and mutual cooperation and coordination works to the advantage of both. These relationships with Headquarters, First Army, remain cordial.

A study of the organization and equipment of the Combat Engineer Detachment of the 1802d Special Regiment resulted in planned reorganization of that organization. Decision was reached to subordinate Combat Engineer Detachment to Combat Arms Detachment as an integral section. This planned reorganization is expected to provide additional personnel for practical military training.

This office has monitored the Troop Information and Education activities and has supervised the Officers' Information Program. By means of training memoranda implementing and augmenting Department of the Army Information Programs, maximum opportunity is given USMA personnel to take advantage of the many educational and professional opportunities afforded at West Point during the academic year.

## 11. OFFICE OF ASSISTANT CHIEF OF STAFF, G-4

The Assistant Chief of Staff, G-4 exercises general staff supervision over all activities pertaining to supply and logistics, transportation, evacuation and hospitalization, post services and miscellaneous related subjects. Principal duties include the planning, coordination, and supervision of the activities of the Post Engineer, Ordnance Officer, Chemical Officer, Air Supply Officer, Quartermaster, Signal Officer, and Transportation Officer.

### Supply and Logistics:

West Point was selected as one of 29 stations where Financial Property Accounting was placed into effect. As of the end of this fiscal year all local technical service agencies were operating under this system, with the exception of the Transportation Corps. The latter has been excused from the provisions of Financial Property Accounting inasmuch as its accountable stock in dollar value is negligible. The initial report of FPA pointed up certain areas where excess stocks existed. These have been drastically reduced.

Plans have been made for the examination of Memorandum Receipt Accounts and the establishment of Property Books for all non-T/O&E organizations. This system will be effected immediately upon receipt of expected publication of appropriate SR 735- series and is expected to reduce the present excessive work load created by the addition of Financial Property Accounting requirements. In conjunction with this transition, it is planned to eliminate the present USMA Stock Record Account, inasmuch as the majority of items carried therein will be reflected in individual activity Property Books. Remaining few items reflecting stock on hand will be transferred to the appropriate Technical Service account as non-standard items.

Table of Allowances 20-30 has been undergoing a detailed review to determine and reflect current requirements of activities. Particular emphasis has been given to the elimination of items no longer required. A complete revision is contemplated during next fiscal year upon completion of certain projected reorganizations and in conjunction with proposed transition from memorandum receipt account to property book accounting.

In keeping with D/A policy, local procurement has been expanded. Of particular interest and value in savings effected to this station are the monthly charge accounts established with local vendors for purchase of automotive and engineer equipment spare parts, emergency purchases of Signal Corps supplies and for selected cold cuts for the commissary. In conjunction with the above, a pick-up and delivery service is operated by local transportation pool under the operational control of the Purchasing and Contracting Officer for prompt local pick-up of purchased items where delivery by vendor cannot be made. Particularly for small repair parts, this system has materially reduced requisition and lead time, in turn, reducing required requisitioning objectives and stock maintained on hand. Further, the consolidation of delivery service under one agency has resulted in appreciable savings in both man-hours and cost of procurement.

As directed by G3, Department of the Army, a survey of T/A vehicles authorized this station was made for the purpose of eliminating commercial type vehicles from such authority. In conjunction with this adjustment, a plan was proposed by this station and approved by Department of Army to limit T/A and GTA requirements to normal year-round needs only, excluding summer cadet training requirements, with the latter to be provided for by assignment on tem-

porary duty of pertinent TC companies and equipment for summer period only. As a result, vehicles authorized under T/A 20-30 have been reduced from 384 to a new total of 79 vehicles. Similarly Army GTA allowance has been increased from 160 vehicles to a total of 281. This represents an overall reduction of this station's vehicle fleet from a total of 544 to a new authorized total of 360 vehicles, a difference of 184 vehicles authorized. This represents a considerable savings in perpetual inventory in vehicles, parts and tools. Eighty-one (81) excess vehicles have been declared excess and disposed of. The remainder in excess of the new authorized level will be turned in as excess immediately following summer training.

#### **Evacuation and Hospitalization:**

Facilities of the U. S. Army Hospital, USMA, West Point, have been enlarged to provide for the addition of a new delivery room, and for the expansion of professional services consultation facilities. This needed space was retrieved from existing space by relocating the WAC Detachment from the hospital to the Regimental Area by converting EM barracks to EW barracks. In addition, there is presently under contract a project to provide the minimum essential emergency power requirements of the hospital. Other minor construction projects have been completed providing for increased efficiency of operation of the hospital.

#### **Services:**

Major revision to existing Master Plan for West Point was undertaken during the fiscal year. Phase I consisting of the preparation of up-to-date data on basic general site and building use plans, together with analysis of existing facilities and proposed elements of future construction has been completed. Phase II consisting of basic information maps and layover plans of basic drawings of future development is in process of preparation with completion expected in coming fiscal year period.

Approval and necessary funds were received during this period for the construction of a new laundry and dry cleaning plant at West Point. This much needed facility will supplant existing laundry facilities presently operating at well over its capacity and is now under construction with a completion date of July 1955. At that time, it is contemplated that old laundry building will provide much needed office and storage space.

Program to improve and modernize facilities in cadet barracks was continued with a current project being approved and under construction of rehabilitating north and central cadet barracks (Bldgs 737 and 747). A major improvement is the provision of toilet and shower facilities on each floor of each division of these barracks.

Special efforts were made to accomplish a long delayed deferred maintenance program on the U. S. Hotel Thayer. To date, elements of the hotel which have been or are in the process of being rehabilitated include repair and/or replacement of elevators, power transformers, water mains and casement windows. This program will continue to be accomplished as funds are made available in order to restore the hotel to desired standards.

In conjunction with master planning and the ever present problem of available and usable space at West Point, a review of existing facilities is being made with the intent of relocating, consolidating, and otherwise reassigning space available to provide for more efficient utilization of such space in the performance of this

station's mission. During the period of this report, a major change involved the relocation of the Field Printing Plant from the top three floors of Headquarters Building, USMA, to a building previously occupied by the Combat Arms garage. In addition to improving functional efficiency of the Printing Plant, this move released critical space for other post activities. Future plans envision further moves as conditions permit.

#### **Supply Economy and Discipline Program:**

The supply economy and discipline program has been continued by the publication of supply bulletins and memoranda, to include separate publications on the conservation of utilities, heat, electricity and fire prevention. In addition, "A Letter from the President" was given wide publicity among officers and key civilian personnel.

Supply inspections are performed at regular intervals, of all post agencies to insure compliance with existing regulations, and to insure proper disposal of all excess equipment. Special attention is given reports of survey with a view toward correction of conditions responsible for loss of or damage to property.

All purchases from USMA funds for non-standard items required for performance of the mission of USMA are closely screened and monitored.

#### **Technical Services:**

The operational activities of the Technical Services are summarized below.

##### *a. Post Engineer.*

The operations of the Post Engineer include minor construction and alterations, maintenance of buildings and grounds and the operation of post utilities. It also includes review of construction projects planned and supervised by the New York District Engineer.

Several changes were made in both the organization and the mission of sub-elements of the Post Engineer organization to promote greater efficiency by facilitating closer supervision. The program of relocating warehouses as close as possible to using shops is now completed, releasing 7830 square feet of storage space to other Post activities. Post Engineer administrative offices have been rearranged and consolidated to provide for better control, releasing 1500 square feet of office space to other services. A Central Area Maintenance Section has been organized under the supervision of a qualified foreman, to provide more immediate maintenance support for cadet and academic areas, and better utilization of personnel.

During the year, \$791,593 was obligated for contractural services, of which \$300,000 was for deferred maintenance, \$100,000 for modernization of the Hotel Thayer, and \$391,593 for maintenance, repair and alteration projects.

Some of the principal items contracted for were:

##### *Deferred Maintenance:*

Modernizing Hospital elevators

Replacement of electric secondary and service cables, Biddle Loop; and twelve 3 and 5 family quarters on Lee Road

Rebuilding of electric line to Redoubt No. 4

Installation of zoned heating controls, West Point Army Mess, Cadet Store and Department of Military Topography and Graphics, Washington Hall and Hospital Annex

Replacement of steam return lines in the Administration Building sub-basement, and overhauling 15 condensate pumps in Central Area Buildings

Rehabilitation of 14 sets NCO quarters, including rewiring, repiping, replastering and replacement of woodwork

Rehabilitation and modernization of 12 bathrooms in quarters

Reroofing of North Cadet Barracks, Building No. 737

Replacement of spring pile and fender systems, South and North Docks

Replacement of road pavements and sidewalks where deteriorated

Treatment and trimming of elm trees to prevent spread of Dutch Elm disease

Resurfacing blackboards, East and West Academic Building

Repainting and waterproofing Building No. 737, North Cadet Barracks, and Building No. 149, Bachelor Building

*Modernization of Hotel Thayer:*

Modernizing elevators, to include automatic operation

Replacement of transformers, main switchboard and building feeders

Replacement of deteriorated main water service line in basement

*Alterations and Modifications:*

Installation of emergency power unit, Hospital

Extension of central steam heat to Buildings No. 303, 661 and 659

Insulation of walls and/or ceilings, 28 buildings

Installation of self-storing combination storm sash and screens, 39 buildings

Construction of concrete stairs, vicinity WPAM, and sidewalks on Tower and Washington Roads

Installation of concrete floor in Quartermaster Warehouse, Building No. 795 and Combat Engineer Garage, Building No. 627

Replacement of 6" low pressure steam pipe with 10" pipe, North Cadet Barracks to Gymnasium, to permit greater use of exhaust steam

Installation of central heating, Buildings No. 308-311

Conversion of 39 coal-fired furnaces to gas burning units, and 20 additional furnaces to oil burning units in north area quarters

Alterations in Hospital Annex to provide Professional Service Wing

Alterations to Warehouse, Building No. 626, to fit it for use as Combat Engineer Detachment Shops

Alterations to Hydraulics Laboratory, East Academic Building No. 753, including acoustical treatment

Moving 2 quarters to new locations, one to provide a guard for Camp Buckner, the other to allow an inadequate set to be made adequate

Acoustical treatment of various offices and classrooms

*Maintenance and Repair:*

Painting exterior of 11 quarters and portion of Hospital and the exterior of 72 quarters and one building

Refinishing floors, east wing of East Academic Building, and portions of Central and West Barracks

Applying asphaltic surface to Ruger Road and Ernst Place

Major maintenance, repair and modification projects accomplished by Post Engineer forces included:

Erection of hangar in vicinity of Golf Course (constructed by Combat Engineer Detachment)

Conversion of rooms into offices and improvement of classrooms for Dept of MP&L, Department of Social Sciences and Dept of Tactics, Buildings No. 727 and 751

Installation of central heating in classrooms and west wing of Building No. 622

Construction of vehicle wash rack and surfacing of TC Motor Pool

Conversion of Buildings No. 662 and 664 to WAC Barracks

Improvement of roads from vicinity of Delafield Pond to Michie Stadium

Construction of electrical load center in Building No. 682, and new underground secondary services to Buildings No. 622, 628 and 646

Construction of road northward from vicinity of Bull Pond (constructed by Combat Engineer Detachment)

Alterations to TC Motor Shop, Building No. 665 to make it a model shop

Installation of 2 water lines and equipment for sprinkler system on Parade Ground

Construction of gravity sewer from Bonneville Cabin kitchen, Round Pond

Installation of plumbing, heating and electrical facilities, Building No. 646, and moving Printing Plant to that building

Rewiring and refixturing Building No. 303 to eliminate fire hazards

Construction of new Delivery Room and Nursery on 3rd floor, hospital annex, Building 606

Installation of an emergency 3" high pressure steam line to the hospital

Interior painting of 114 sets of quarters, exterior painting of 51 buildings and quarters

Installation of steam return line treatment equipment for prevention of corrosion

Application of asphalt surfacing to about 4 miles of roads on the Post and Reservation

Construction of road from Pitcher Road to Coal Silos

Construction of sidewalk and retaining wall along Thayer Road by Tennis Courts

Relandscaping of 57 quarters, replacement of 24 dead trees and removal of 250 dead or diseased trees

900 trees and shrubs, 3500 evergreens and 1500 2-year old seedlings were planted in the Post Nursery to develop to landscaping size; and 3500 evergreen seedlings were planted for reforestation.

540 acres were treated for weed control, including 400 acres treated to control poison ivy, and 700 elm trees were sprayed or trimmed to control Dutch Elm Disease

Construction of 45 new gates to control entry into the Reservation

The utilities furnished during the year, as compared with the preceding year are as follows:

| Utility                       | Unit    | FY 1953     | FY 1954     | % Change |
|-------------------------------|---------|-------------|-------------|----------|
| Electricity (Purchased) ..... | KWH     | 5,077,978   | 6,786,158   | +33.6%   |
| Electricity (Generated) ..... | KWH     | 9,490,000   | 7,866,000   | -17.1%   |
| Gas, Natural .....            | Cu. Ft. | 42,019,700  | 47,028,400  | +11.9%   |
| Gas, Pyrofax .....            | Cyl.    | 229         | 171         | -25.3%   |
| Water .....                   | Gal.    | 676,193,000 | 683,607,000 | + 1.1%   |
| Steam (Heating & Proc.) ..... | Lbs.    | 517,379,750 | 398,228,120 | -23.0%   |
| Coal .....                    | Tons    | 2,638       | 4,071       | +54.3%   |
| Ice .....                     | Tons    | 447         | 404         | - 9.6%   |
| Oil (Domestic) .....          | Gals.   | 539,522     | 584,758     | + 8.4%   |

Higher gas usage is due, in part, to the addition of 16 gas hot water heaters in buildings north of the Plain and in Central and South Apartments, and the conversion of three coal-fired furnaces to gas units. Higher oil usage is due to conversion of 16 furnaces from coal to oil firing. Higher coal issues are due to the filling of bins that were empty at the end of the preceding year. Particularly noteworthy is the saving in steam for heating and processing. This represents a monetary saving in fuel cost of approximately \$55,000 over the preceding year. Fuel oil consumed for this purpose was 30% below FY 1952, a saving of 1,533,000 gallons of oil, or \$76,000.

Funds allotted for FY 1954 as compared with the preceding year are as follows:

|  | FY 1953     | FY 1954     | % Differ |
|--|-------------|-------------|----------|
| Supplies & Equipment .....             | \$ 360,085  | \$ 297,222  | -17.5%   |
| Utilities .....                        | 129,386     | 150,837     | +16.6%   |
| Fuels .....                            | 334,953     | 280,546     | -18.7%   |
| Payrolls .....                         | 2,035,223   | 1,924,199   | - 5.5%   |
| Contractual Services .....             | 513,439     | 392,593     | -23.6%   |
| Deferred Maint. & "Hotel Thayer" ..... | 0           | 400,000     | +        |
| Master Planning .....                  | 0           | 17,930      | +        |
| Special Allotments to Correct          |             |             |          |
| Construction Projects .....            | 88,090      | 49,338      | -44.0%   |
| Total .....                            | \$3,471,176 | \$3,512,665 | + 1.2%   |

In addition to the above funds, \$4,000 was received from the District Engineer for the replacement of trees damaged by contractor operations, and for the installation of pumps at Well Site No. 6, Camp Buckner. The overall increase of 1.2% in FY 1954 was occasioned by an allocation of deferred maintenance funds, whereas no such funds were received in the preceding year. Though a higher expenditure was indicated for utilities (due to the greater natural gas consumption, as noted in preceding comments, and to the purchase of electricity for eleven months as compared to eight months in the preceding year, when due to cable failure, minimum bills only were involved), fuel savings were effected thru greater efficiency in operation and improved maintenance of heating systems. While supplies indicate a savings, the requirements were fulfilled by obtaining materials from excess stocks at other installations without reimbursement. This source of supply, however, may not be available in future years. In addition, decreased payrolls, amounting to a loss of approximately 53-man years, was not offset by a corresponding increase in contractual services and has caused a further accumulation of essential regular and deferred maintenance work to be programmed for future accomplishment.

A timber harvesting contract was completed, the contractor having done improvement cutting on 873 acres and having removed 1,298,000 board feet of logs for which the Government was paid 54,200 board feet of rough sawn lumber. In addition, forest improvement cutting on 30 acres was done by Post personnel, and the merchantable timber inventoried on one third of the Reservation. To protect the forests 40 deer were destroyed during the year.

To control insects and rodents 12,195 acres were sprayed by air, and 3,100 acres were sprayed from the ground; 1,610,000 square feet of building interiors were sprayed for insect and termite eradication.

The authorized strength of this organization for the Fiscal Year was 457. The net man years actually expended during the year, as compared with the preceding year are as follows:

|                                      | FY 1953 | FY 1954 | % Differ |
|--------------------------------------|---------|---------|----------|
| Permanent Employees (Man Yrs.) ..... | 504.8   | 458.8   | - 9.1%   |
| Seasonal Employees (Man Yrs.) .....  | 22.1    | 15.4    | -30.3%   |
| Total .....                          | 526.9   | 474.2   | -10.0%   |

The actual strength of 488 permanent employees at the beginning of the year was reduced to 448 by 30 June 54, through a policy of reducing the number of persons employed to the authorized strength by attrition. Of the 40 reduced, 16 were due to retirement, 2 to death, and the remainder through transfers and resignations. It is becoming increasingly difficult to fill vacancies with qualified personnel due to the drain on the local labor market occasioned by new construction in this area and due to the attractive wages offered on such work.

The assignment of Washington Hall Refrigeration Plant Operators to perform night emergency service as an additional duty, initiated last year, resulted in a saving of approximately \$3,470. During Fiscal Year 1954 they responded to 854 emergency calls which previously would have been made by mechanics who receive overtime pay for their services.

The program to conserve heat and provide greater winter-time comfort in buildings throughout the Post is continuing. Fuel allowances have been computed for all buildings and quarters burning oil or gas, or using central steam. Quarters occupants and officers responsible for buildings are required to adjust consumption to stay within the established allowance, a procedure which contributed appreciably to savings in fuel mentioned above, while installation or replacement of steam and heat control devices contributed the major portion of the saving.

The program of screening supplies on hand continued, enabling 1200 line items of excess serviceable property valued at \$27,000 to be turned over to the local property disposal officer. In addition, 32 items of excess property worth approximately \$19,852 were shipped to other Government agencies, principally State educational institutions, and approximately 34 items are awaiting disposition instructions; these items are valued at \$38,196.

Authority was obtained from the Department of the Army to dispose of 4 buildings located on the Post and 46 off-Post buildings, and to lease 8 off-Post quarters located at Proctoria to civilians. The off-Post buildings are generally temporary out-buildings acquired with the land during the expansion of the United States Military Academy, and are of little value. The off-Post quarters are too isolated from the main Post to be desirable as quarters.

During the year the Palisades Interstate Park Commission was issued a permit to construct a sewage outfall on the right-of-way previously granted for a water supply line; Reservation boundaries were furnished the New York District Engineer who is taking steps to have jurisdiction ceded by New York State to the Federal Government for the portion of the Reservation acquired during World War II. Approval was granted to transfer title to a piece of land, now leased to Highland Falls as a dump so that the land could be deeded by Congress to the Village of Highland Falls.

The Fire Department responded to 61 calls during the year. Fire losses were as follows:

Damage to roof and 2nd floor of Building No. 1836, Proctoria, \$5,130.  
Four minor fires with loss estimated at \$250.

The most frequent cause of fires was careless use of or disposal of smoking materials and children playing with matches. Of the 61 calls, 22 were for brush fires. The brush fires burned over an area of 3,310 acres, and were fought by the Post Fire Dept. and enlisted details of the 1802d Special Regiment who constructed 6.3 miles of fire breaks in controlling the fires. All were ground fires, burning the accumulation of dry leaves, duff, tops of felled timber and brush; however, the fires attained considerable magnitude in some areas and caused destruction to growing timber. The principal difficulty in the fighting of all of the fires was their inaccessibility, the lack of roads or trails to use as fire breaks and the difficulty of getting water to the fire breaks in order to completely extinguish the fires after they had been reduced to a smoldering state.

The contract with the Orange and Rockland Electric Light and Power Co. was changed to permit a monthly minimum charge of \$3,000, rather than \$6,000. This will provide for greater flexibility in Power House Operations and should result in lower overall electric costs.

Negotiations carried on with the Central Hudson Gas and Electric Corporation led to an 8% decrease in the winter gas rate and a decrease of 11% for the summer rate for all consumption in excess of 4,500,000 cubic feet per month. Experiments conducted during the year indicate that this will permit use of gas for domestic heating at a cost slightly less than for fuel oil.

Phase I of the electrical distribution rehabilitation projects undertaken by the New York District Engineer was completed. Redesigned load centers were installed in the Hospital, Washington Hall, Administration Building and Gymnasium. Together with these four redesigned load centers, an additional ten load centers located at various points on the Post were rehabilitated, thus, providing adequate electric service for existing and future loads in the areas they serve.

The construction of additional expansion loops on the 33,000 KV commercial power cable were undertaken by the New York District Engineer, when it was found that existing provisions for contraction of the cable during cold weather were inadequate and that failure of the cable was imminent. The immediate restoration of this cable is essential to avoid uneconomical generation of electricity by the Post Power Plant during the summer months. The Department of The Army allotted a sum of \$49,500 for these repairs, which are necessary to assure a firm power supply to the post.

Construction of an addition to the Library, under the supervision of the New York District Engineer, was started in June 1953, and is now over 90% complete, with completion scheduled for 15 August 1954. The addition will provide 6,800 square feet of additional stack and office space for the Library, and an elevator to serve all floors of the present building. Funds in the amount of \$13,150 have been allocated this Headquarters to convert the existing Library attic into usable stack space.

Construction of a Laundry with Dry Cleaning Plant and boiler plant, under the direction of the New York District Engineer, was started in June 1954, with completion scheduled for June 1955. Estimated cost is \$1,600,000. The plant's designed capacity is 110,000 pounds of clothes per week. The boiler plant has capacity to supply heat to the surrounding buildings.

Rehabilitation of Cadet Barracks was started by the New York District Engineer in June 1954. This project will provide 63 new toilets and shower rooms,

107 new lavatories, 12 study rooms and 61,000 square feet of new flooring and floor covering. By maximum utilization of existing hall space, new facilities will be provided without decreasing cadet housing capacity. Completion is scheduled for 30 August 1954.

Construction of a new sewage disposal system, with two primary treatment plants, was proposed by this headquarters to replace the originally planned single plant. This proposal was accepted by the Chief of Engineers, and plans for two plants with capacity of 4,500 population each have been prepared, and construction has been authorized.

Rehabilitation of the water system at Camp Buckner, under the supervision of the District Engineer, started late in the summer of 1952, and is listed completed by that office. This office has taken exception to the acceptance of the system, since it does not function properly, primarily due to improper type of pumps installed. This matter is undergoing further study.

The conversion of the Riding Hall to an Academic Building is the only future construction project remaining in the FY 1955 Military Construction Program to be presented to Congress for a FY 1955 appropriation. Funds have been appropriated for final plans of this project.

Funds have been provided, and Architect Engineers appointed for preliminary design of the following projects:

Replacement of switchgear in the Power Plant

Noncommissioned Officers Club

Construction of a new storm sewer from Washington Hall and Gymnasium to the Hudson River

Construct road from North Athletic Field to Lee Road

Funds have been provided and Architect-Engineer appointed for preparation of complete plans and specifications for conversion of the West Academic Building to Cadet Barracks.

An overall revision of the various components of the Post Master Plan and Future Construction Program was prepared during the year and submitted to the Department of the Army on 31 March 54. These components were complete with the exception of Basic Information Maps, and the Folio of Layover Plans of Basic Drawings of Future Development. Funds in the amount of \$19,800 were received from the Department of the Army for preparation of these documents. Of this sum, the amount of \$11,430 was sub-allotted to the New York District Engineer for preparation of the necessary plans, with the tabulation of existing and required facilities, the construction program and the analysis of existing facilities and proposed elements of future construction being prepared by the Engineering Branch. The uncompleted plans are now being prepared, and additional funds will be required to complete the work. However, Master Planning Records and Data are now in better shape than at any time in recent years.

During the year the grid system of the Reservation was transferred from the U. S. Polyconic Projection, to the Universal Transverse Mercator Projection.

*b. Quartermaster.*

The activities of the Quartermaster include contracting for all supplies and services for the Military Academy, operation of the Post Laundry and Dry Cleaning Plant, Post Commissary for troop issue and sales store, supply of

Quartermaster Property, Food Service supervision, interment in the Post Cemetery and Disposal of Salvage and excess property.

The Contract Branch processed 8,334 purchase actions with dollar value of \$3,278,892.00. Of the total purchase actions, 5,713 were "negotiated", 442 were "formally advertised", and 2,179 resulted from "inter-service and inter-departmental" procurement, representing an increase of 4% in dollar value and a decrease of 11% in number of purchase actions in comparison with Fiscal Year 1953. The decline in purchase actions is accounted for by greater consolidation of individual purchases, particularly through the Monthly Charge Account Plan instituted during Fiscal Year 1954. Small business concerns were awarded 4,784 purchase actions, representing 68% by volume and 53% by money value. The C.O.D. method of purchase under the Imprest Fund was instituted 19 April 1954 in conformity with ASPR 3-604.2. This method of purchase is being gradually expanded as it has been found that in small purchases, a large amount of administrative and clerical time can be saved by the adoption of this method of procurement.

The Quartermaster Laundry and Dry Cleaning Plant operated at a net profit of \$26,890.00, an increase of \$15,247.00. 191,640 man hours were used to process 5,559,189 pieces of laundry and 32,984 man hours to process 240,722 pieces of dry cleaning, an increase of 81,629 pieces of laundry. Two (2) dry cleaning coat forms were installed to increase production of cadet coats. One (1) 50 lb. automatic washer was installed for processing of small loads of specialty items. A new laundry and dry cleaning plant was approved for erection, and construction begun in June 1954. The new plant has an increased square footage of floor space and will have the most modern and efficient washroom, flow lines, and layout to enable both the laundry and dry cleaning plant to provide more efficient, economical and complete service.

The Subsistence Branch furnished field rations to organizations and troops at a cost of \$7,664.00, garrison rations at a cost of \$227,730.00 and hospital rations at a cost of \$79,601.00. Special issues amounted to \$4,306.00 and the additional cost of the turkey ration was \$163.00. Commissary sales to approximately 2,070 individual customer accounts totaled \$1,049,773.00.

The Property Branch completed over 21,000 supply actions and evacuated 386 line items of excess property with a value of \$120,116.00. In addition, approximately 56 line items, value \$33,598.00 were cleared for disposition instructions. 368,180 gallons of petroleum products were issued. Clothing sales in the amount of \$31,325.00 were made. Present clothing sales outlet is being remodeled. Approximately 900 office machines and typewriters were repaired. Approximately 3000 pieces of furniture were processed through the furniture repair shop at an average cost of \$10.00 per item. New drill press, planer, shaper and compressor were installed to provide additional workload capacity. New 5,000 gallon storage tank for 80 octane gasoline was installed. Concrete floor was installed in storage Bldg. No. 795. Financial Property Accounting (Quartermaster Account only) was put into effect during April and May 1954. Total opening inventory (including serviceable and unserviceable items) amounted to \$187,995.00.

The Food Service Branch processed applications from five (5) enlisted men who were detailed to food service schools. Minor items of new food service equipment were supplied to various messes.

The Memorial Section handled 45 burials in the Post Cemetery. Assignees of grave plots are being contacted with a view of possible relinquishment of un-

needed grave plots. Approximately 50 vacant grave spaces were relinquished and made available for future reassignment.

The Mail and Record Section completed the disposal of 1295 lbs., 138 linear feet of old records and transferred to Records Holding Area 39 linear feet of old records.

The Property Disposal Branch returned \$9,549.00 to fiscal channels as a result of various sales. \$12,561.00 worth of various types of property were returned to Post Agencies for further utilization. Donations of property to educational institutions in amount of \$42,063.00 were accomplished. Savings in amount of \$6,228.00 was made by negotiating kitchen waste contract to provide contractor to pickup from general points. Accomplished destruction of uneconomically repairable property in amount of \$19,714.00. Continued effort is being made to reduce this amount by closer classification and disposal by sale. Cost accounting system set up to provide cost records. Adoption of more efficient system of warehousing to conserve space and personnel. Special emphasis placed on disposal of Surplus Property by wide circularization to post agencies for further utilization. Workload for FY 1954, line items 9,703 in, 4,612 out; total lbs.: 499,316 in, 481,787 out.

*c. Ordnance.*

The activities of the Ordnance Officer include the supply and/or Field Maintenance of weapons, combat vehicles, tactical vehicles, ammunition, and the fabrication of Training Aids.

During Fiscal Year 1954, emphasis has been placed on Management and Financial Property Accounting. Employees of the organization completed courses in "Procedure Analysis" (Rock Island Arsenal) and "Federal Organization and Methods Analysis" (New York University). An employee was selected as the U.S.M.A. participant in the Third Junior Management Development Program, sponsored by the U. S. Civil Service Commission. As part of an internal management study, Ordnance has compiled and mimeographed a booklet comprised of forty-four Standing Operating Procedures, covering the main activities of all sections of the Post Ordnance organization. Financial Property Accounting was inaugurated and the first reports were compiled as of 30 May 1954. As of 30 June 1954 many items of Ordnance supply showed the usual seasonal increases of stocks required for the summer training period of the U. S. Corps of Cadets.

During the year, Post Ordnance activities have been visited by Lt. General Daniel Noce, The Inspector General, Department of the Army, Major General E. L. Ford, retiring Chief of Ordnance, and Major General E. L. Cummings, the new Chief of Ordnance. The latter, under the auspices of the Professor of Ordnance, gave a lecture to cadets of the First Class on "Army Ordnance."

The Ordnance Officer, Ordnance Operations Officer and the Foreman of the Armament and Instrument Shop accompanied the cadets of the First Class to Aberdeen Proving Grounds on the annual training trip. Information was received and demonstrations witnessed on many new items of Ordnance equipment, several of which were then on shipping orders to the U. S. Military Academy.

Spot-checks of motor pools were made during the year in accordance with TM 9-2810, TM 38-403 and AR 711-20. Visits were made to the motor pools of the Armor Section and Combat Engineer Sections of the Combat Arms Detachment, the Post Engineer and the Transportation Officer. As a result of these inspections, turn-in was made of excess stocks totaling 217 line-items and \$1,399.13. Ordnance uses these inspections to enforce supply economy and to convince cus-

tomers that they serve their own best interests by keeping stocks low and requisitioning on the Ordnance supply central warehouse as required. Minimum shop stocks and proper replenishment procedures give the Ordnance Supply Officer the steady flow of issue experience which is needed to justify stock levels.

The Ordnance Automotive (Field Maintenance) Shop, in addition to its other work-load, completed Annual Technical Inspections on 565 vehicles. The number of job-orders resulting from breakdowns of vehicles showed a decrease for the second consecutive year. This indicates rather clearly that good annual technical inspections do prevent equipment failures. The Armament and Instrument Shop (Field Maintenance) completed annual technical inspections on 18,300 major items of weapons, instruments, and combat vehicles. This shop also showed reduction in number of job-orders due to breakdowns for the second consecutive year. These shops, together with the Carpenter Shop and Machine Shop, processed a total of 1,015 non-routine job-orders in addition to their regular maintenance work. These jobs consist of such things as repairing models (training aids) for the Professor of Military Art and Engineering and section-alizing ammunition items for the Professor of Ordnance.

During the year, new Ordnance equipment has been obtained to meet the training requirements of the U. S. Corps of Cadets and the 1802d Special Regiment. In addition to many smaller items, this new equipment includes:

- 1 ea Gun, 75-mm, T83E7 (Skysweeper)
- 1 ea Tractor, cargo, M8E2
- 8 ea Howitzer, 105 mm, M2A2
- 2 ea Tank, 76-mm gun, M41A1
- 15 ea Tank, 90-mm gun, T48
- 6 ea Trainer, gunnery, tank, 90-mm gun, T20

As of 28 August 1953, a total of 310 general transport administrative vehicles were transferred from the stock record account of the Ordnance Supply Officer to the stock record account of the Transportation Corps Property Officer, pursuant to D/A Message 437445, 21 July 1953, and letter, Hq., First Army, AHFTR-H 451, 14 August 53, subject: "Authorization and Supply of General Transport Administrative Vehicles."

In accordance with instructions, HQ USMA, an excess report was submitted 8 March 1954 listing 73 ea. Truck, cargo, 2½ ton, 6x6, M135, and 8 ea. Trailer, cargo, ¼ ton, 2 wheel, M100, which were no longer required at this installation. Hq First Army, received a copy of this excess report and diverted the trucks to First Army installations.

Twelve employees of the organization completed a training course on GM series 71 Diesel Engines. This course lasted one week and was conducted in the Ordnance Shop by the Military Technical Service of GMC Truck and Coach Division. The same GMC agency also conducted a one week course in the GMC hydromatic transmission for seven employees. Two employees attended a one week course at Aberdeen Proving Grounds on the Gun, 75-mm, T83E7 (Skysweeper). Ordnance personnel also attended a one week orientation on this weapon conducted in the Artillery Section, Combat Arms Detachment, by personnel of the Sperry Gyroscope Company.

Personnel of the Armament and Instrument Shop assisted the Professor of Ordnance in the presentation of cadet instruction on artillery materiel. This instruction covered the Skysweeper (75-mm gun), the 90-mm gun tank (T48), the 105-mm howitzer and the demonstration of various recoil mechanisms, using sectionalized recoils and training aids. Additional instructions included a course in the inspection and rebuild of the Rifle, U.S. cal. .30, M1, and a course involving the manufacturing and heat treating processes necessary to produce the bolt for Gun, submachine, M3A1.

Arrangements were completed through the Professor of Ordnance for the shipment to the U. S. Military Academy of a guided missile, XM2 (Nike).

Ten shipments, totaling 354,823 pounds of Ordnance and Chemical ammunition were received by 25 June 1954. This comprised the total requirement for the summer training period beginning 1 July 1954, except for 3 minor items which were enroute by express.

One officer and five enlisted men of the 858th Explosive Ordnance Disposal Squad, Fort Tilden, N. Y., arrived at this station on 14 April 1954 in connection with the project of clearance of dud danger areas on U. S. Military Academy Reservation. This squad departed 21 May 1954. While here, the EOD men destroyed a total of 805 duds, representing a 10-year accumulation in the more inaccessible portions of the dud danger areas.

An explosive safety engineer, representing the Armed Services Explosive Safety Board, Washington, D. C., made a survey of explosives safety conditions at U. S. Military Academy. This survey, made under authority contained in SR 385-15-1, covered storage, handling and transportation of explosives. The Safety Engineer made no adverse comments.

#### d. *Chemical.*

Chemical activities continued to be handled by the personnel of the Ordnance Officer, who also serves as Chemical Officer, with resultant economy in personnel utilization.

Chemical equipment and ground Chemical munitions have been supplied in quantities necessary for the training of the U. S. Corps of Cadets and the 1802d Special Regiment.

In accordance with SR 700-51-118, Logistic Responsibility for standard commodity classification, Major Group 18, Basic Chemicals, the Chemical Supply Officer now supplies the following items which were formerly the responsibility of the Ordnance Corps, Quartermaster Corps, Corps of Engineers, Signal Corps and Transportation Corps, with a resultant increase of activity in the stock record account of the Chemical Supply Officer:

|                            |                           |
|----------------------------|---------------------------|
| Sodium Hydroxide           | Sodium Bicarbonate        |
| Ammonium Hydroxide         | Sodium Orthosilicate      |
| Carbon Tetrachloride       | Acetic Acid               |
| Ethyl Alcohol              | Oxalic Acid               |
| Trichloroethylene          | Chloroform Substitute     |
| Denatured Alcohol          | Calcium Sulfate Desiccant |
| Sodium Carbonate Anhydrous |                           |

In January 1954, in response to a requisition submitted to the Chief Chemical Officer, Washington, D. C., the Chemical Supply Officer received gas masks (Mask protective, field, M9A1), liquid vesicant detector paint, liquid vesicant detector paper, vesicant detector crayons and protective ointment kits required

for use in connection with Chemical-Biological-Radiological training activities at the Military Academy. This equipment was issued to the CBR Officer.

e. *Air Supply.*

During the Fiscal Year 1954, the Ordnance Supply Officer continued to serve also as Air Supply Officer, with resultant economy in personnel utilization.

Pursuant to arrangements made by the Air Supply Officer with the Middletown Air Materiel Area, Olmstead Air Force Base, Middletown, Pa., Stewart Air Force Base, Newburgh, N. Y., supplied the Military Academy with a total of 3,753 gallons of fuel for the jet engine used by the Laboratory of the Department of Mechanics.

f. *Engineer Supply.*

Effective 1 August 1953, the Ordnance Officer was made responsible for Field Maintenance of Engineer station equipment for training equipment issued by the station Engineer Supply Officer (Stock Record Account No. 11-11), as authorized by T/A 20-30, or otherwise authorized. The Ordnance Supply Officer was designated also as station Engineer Supply Officer in order to facilitate this plan for maintenance.

During the fiscal year, new and replacement Engineer equipment has been obtained by the Engineer Supply Officer to meet the training requirements of the U. S. Corps of Cadets and the 1802d Special Regiment. In addition to many smaller items, this new equipment includes the following:

- Auger, earth, skid mounted
- Boat, storm, plywood
- Crushing and screening plant
- Generator set, gasoline driven
- Mixer, concrete, gasoline driven
- Saw, chain, portable
- Tractor, crawler type, diesel driven
- Tractor, wheel-type, diesel driven
- Truck, cargo, military bridging
- Water purification equipment set

In the Ordnance Field Maintenance Shops, all Engineer station equipment and training equipment, totaling 215 line-items and 7,029 units, was given an Annual Technical Inspection and complete overhaul, when required.

During the year, representatives of the Engineer Regional Maintenance Office, Memphis General Depot, Memphis, Tenn., have made liaison visits to the Military Academy in connection with bridging and stream-crossing equipment. Representatives of the Engineer Regional Maintenance Office at Schenectady General Depot, Schenectady, N. Y., have made similar visits in connection with other Engineer equipment.

g. *Signal.*

The Signal Officer, USMA, directs Signal Corps Activities at the Military Academy.

Personnel studies were pursued throughout the year, with the purpose of establishing a personnel structure suitably related to the mission assigned. As a result, the authorized civilian personnel strength of the Signal Office was reduced from 42 to 39. The authorized strength of enlisted men was raised from 25 to 26. At the end of the reporting period the strength of the Signal Office stood at 2 officers, 32 enlisted men, and 38 civilian personnel.

Numerous alterations in procedures were made to reduce operating costs in the Signal Office. The Supply Economy and Cost Consciousness programs received continuing attention and produced gratifying results. Declared surplus to USMA requirements was property valued at \$208,114.00. Financial Property Accounting was placed into effect in June of 1954.

During the year the USMA Film Library conducted 3,803 film showings. Attendance at these showings reached a figure of 267,768. A steady increase was noted during the year in the number of demands for showings made on the film library. Accordingly, a request was submitted, and approved, to raise the authorized strength of the film library by two projectionists.

The USMA Photographic Laboratory exposed 17,144 negatives during the year, and processed a total of 69,478 photographic prints. The year saw the addition to the laboratory of a new print washer, a new laminating machine and two batteries of fluorescent lamps for use in making photographic portraits.

The end of the year found an increase in the amount of electronic equipment installed on the post. There were increases in the number of intercommunication systems, television sets, and radio sets.

Just prior to the end of the year contracts were let for the augmentation of the existing central television distribution system in the station hospital by 24 outlets, and for the installation of an audio-visual nurse-patient signalling system. Maintenance responsibility will be assumed by the Signal Officer when the installations have been completed.

The number of sound recordings made during the year showed a substantial increase over the number made during the previous year. There was a considerable increase in the number of recordings made of the USMA Band for the Armed Forces Radio Service.

The USMA guard radio net was augmented by the installation of radio equipment in a river craft operating under the jurisdiction of the Transportation Officer. A project to further increase the size of the net has been submitted. The project involves the addition to the net of the Forestry Division of the Engineer's Office.

As in the previous reporting year, signal communication training for the Corps of Cadets was conducted during the summer, and consisted of two components: Third Class training at Camp Buckner, and Second Class training at the Signal Corps Center, Fort Monmouth, N. J.

To assist in the presentation of instruction to the Third Class (The Class of 1956), a detachment of instructors, of a strength of 1 officer and 14 enlisted men, was assembled and trained at Fort Monmouth and assigned on temporary duty to West Point. This detachment, with the assistance of a number of cadets of the Class of 1954, conducted an eleven-hour program of instruction in elementary signal communication principles and techniques at Camp Buckner. The program of instruction was concluded with a demonstration by a team from the Signal Corps Engineering Laboratories of newly developed Signal Corps equipment designed for use at low tactical echelons.

Two days of instruction was presented to the Second Class (The Class of 1955) by personnel of the Signal Corps Center at Fort Monmouth. Cadets viewed and received instruction on communication, photographic and television equipment.

The Third Class training program for the summer of 1954 will not depart substantially from the program as conducted during 1953. It has been announced, however, that in 1954 no training trip to Fort Monmouth will be scheduled for

the Second Class. Signal Communication training for that class (The Class of 1956) will be conducted, instead, at Fort Benning, Georgia, by personnel of the Infantry Center.

The Signal Corps Mobile Television Unit was present during the summer training period at Camp Buckner. The Unit made telecasts of certain portions of the Third Class training program, with the objective of demonstrating to viewing officers the applicability of television to tactical and training situations.

Significant occurrences of the past year relating to telephone service are summarized below:

The installation of all-weather telephones on ranges and at other exposed places has been completed. The telephones thus installed will remain in place throughout the year. This action will eliminate the regular installation and removal of conventional telephones that was required in previous years and will reduce the maintenance work-load.

Subterranean cable was installed on the rifle range (Range 8) to provide dependable control circuits between the pits and the firing lines. This scheme of construction, already employed on the transition range (Range 5) will be extended, if conditions permit, to other ranges.

The Chief Signal Officer has approved a project to augment the capacity of the USMA dial telephone plant by 200 lines. The equipment required to complete the project is in process of shipment. It is expected that the installation will be completed before the end of the calendar year. Completion of the project will raise the capacity of the post telephone plant to 1800 lines.

A long-range, post-wide rehabilitation of the subsidiary telephone plants located in various buildings through the post has begun. Interior cable distribution, interior wiring and subscriber station equipment will receive detailed attention. Already completed in the West Academic Building, with work underway in the Station Hospital and the Utilities Building, the program will be pursued at a pace that time and circumstances permit. No precise time schedules will be set. It is planned to extend the program eventually to include all quarters on the post.

Non-availability of funds forced the setting aside of the project concerned with the replacement of the 101-pair underground leg of the cable leading to the Camp Buckner area. This project, which contemplates the replacement of the underground cable with an aerial cable, is now scheduled for completion in the fiscal year 1955.

Detailed work has begun on the construction of an open-wire pole line which will provide fire control circuits between Artillery firing positions on Range 6 and the observing position on McNair OP. Since it has been the practice heretofore to provide this service through hasty field wire construction, it may be expected that completion of the project, scheduled for the forthcoming fiscal year, will result in a greater degree of dependability in these circuits, and will eliminate or substantially reduce the labor previously required for installation, removal and maintenance.

Considerable difficulty was encountered in maintaining satisfactory service to the Cragston Lakes area on the open-wire pole line extending to that area in a southerly direction along U. S. Highway 9-W. The open-wire had deteriorated to such a serious degree that it was deemed unwise to attempt its rehabilitation. Field wire lines have been installed as a temporary measure, pending the installation of new open-wire circuits, plans for which are presently being prepared.

Preparations are being concluded to carry out a project designed to eliminate an annually-recurring requirement for telephone service in cadet barracks. A substantial number of telephone circuits must be installed each year in cadet barracks to meet the needs of cadets associated with extra-curricular activities. Since the location in barracks of the cadets requiring this service changes with each academic year, the Signal Office has been faced each year with a burdensome task of installation and removal. To correct this situation, certain rooms in cadet barracks will be pre-wired for telephone service. The Commandant of Cadets will then ensure that those cadets who require telephone service will be assigned to rooms thus prepared and to no others.

The cost of official telephone and telegraph service was \$1,500.29 less than the cost recorded for the preceding fiscal year. A reduction in the fixed recurring charges for telephone service payable to the New York Telephone Company, which went into effect early in the calendar year, contributed to this lower cost. The monthly rental charge for the twenty-three trunks connecting the USMA telephone office with commercial toll equipment was reduced from \$319.24 to \$212.75.

As a result of traffic studies made during the June Week period, 1953, it was determined that the request for 10 toll trunks made annually to the New York Telephone Company to handle the traffic load occurring prior to and during the June Week period was excessive. In 1954 request was limited to five trunks. This reduced request, coupled with the reduction in rates mentioned above, lowered the monthly rental charge for additional June Week trunks from \$138.80 to \$46.25.

Collections from unofficial subscribers for service other than toll service showed an increase of \$9,029.74. This substantial increase was the effect of a Department of the Army order, issued in July 1953, which raised the monthly rental charge for an unofficial private-line telephone installed in government quarters from \$3.00 to \$4.00.

Unofficial subscribers were benefitted by legislation enacted by Congress during the year. Effective April 1954, the federal excise tax on telephone service was established at the flat rate of 10%.

Following is certain significant data pertaining to telephone service:

#### On 30 June

|  |      |
|--|------|
| Number of official subscribers .....   | 702  |
| Number of unofficial subscribers ..... | 794  |
| Number of telephones installed .....   | 2090 |

#### For the Year

|   |             |
|---|-------------|
| Cost of official telephone and telegraph service.....   | \$14,489.21 |
| Collections from unofficial subscribers for service other<br>than toll service (exclusive of taxes) ..... | 42,367.57   |
| Collections from unofficial subscribers for toll service<br>(exclusive of taxes) .....                    | 30,655.25   |
| Tax collections from unofficial subscribers .....   | 10,425.40   |
| Total collection from unofficial subscribers.....   | 83,448.22   |
| Commissions from public pay telephones .....  | 7,027.27    |
| Commissions from Western Union Telegraph Company....  | 121.76      |

Average number of calls handled per month by the  
USMA switchboard:

|                      |        |
|----------------------|--------|
| Incoming calls ..... | 56,763 |
| Outgoing calls ..... | 6,128  |
| Other calls .....    | 7,265  |

*h. Transportation.*

As a result of the study started in 1953, to reduce the vehicle population and effect more economical operation, a total reduction of 37 General Transport Administrative vehicles and 81 tactical vehicles has been accomplished. A further reduction will be effected with regard to trucks, 4x4, ¼ ton, Utility, and trucks, ¾ ton, 4x4. The study, upon completion, also established the annual vehicle requirement to support all activities exclusive of summer training. For the summer training period of 1954, the transportation vehicular fleet was augmented by two (2) T/O&E Transportation Companies, Light Truck (reduced strength). For the period of May 1953 to April 1954 inclusive, the General Transport Administrative vehicles assigned to the Transportation Section traveled a total of 1,171,894 miles, transporting 82,587 tons and 481,939 passengers at an average cost of \$0.0501 per mile.

During this year all commercial type vehicles allocated to various units under T/A and First Army Allocations, were transferred to the General Transport Administrative Fleet under the operational control of the Transportation Officer. A study is now being conducted to determine what reductions can be made in the overall vehicle density of the General Transport Administrative Fleet as a result of this consolidation.

On 3 June 1953, the Office, Chief of Transportation with the concurrence of G3 and G4, Department of the Army, designated the Transportation Corps General Repair Shop, USMA, as a test station for purposes of developing the testing, maintenance and repair procedures for commercial type military vehicles. In conjunction with this, authorization was received to develop and test procedures that would provide simple economical and expeditious automotive parts support for commercial type vehicles. As a result the Transportation Corps General Repair Shop has been reorganized and is operating under entirely new and simplified methods for repairing and maintaining vehicles. The echelon system of maintenance has been replaced by a production line maintenance system, equipped with the latest type commercial testing equipment, i.e., hydraulic brake tester, front end correction pit, electronic wheel balancer, scuff gauge, engine analyzer and power lubrication equipment. Vehicles requiring maintenance are processed through the production line where they are checked thoroughly, using a combination machine test—Visual Inspection System. After normal servicing is accomplished on the line, vehicles are routed to the repair section for deficiencies noted that require in excess of 30 minutes to correct. The machine test—Visual Inspection System has eliminated the creation of new deficiencies that were heretofore incurred under the old method of disassembly for maintenance and inspection. The maintenance procedures set forth in the foregoing, are supported by a local purchase charge account method of procuring automotive parts. This has reduced the wait for replacement parts to a point where it is non-existent.

A call to the local vendor brings the part on station in a short time at the vendor's expense. Under this system, the parts inventory of the TC Shop has been reduced to fast moving items only for a total of 700 or \$2.40 per vehicle.

The local purchase charge account system as utilized by transportation has resulted in a substantial savings to the government. The draft literature outlining procedures developed and methods used has been forwarded to the Chief of Transportation for review by appropriate Department of the Army agencies.

Transportation is performing continuing research regarding methods and procedures to further reduce the costs of all phases of operation. At present the possibility of accomplishing monthly supply inventories by use of Machine Records Unit is under study. If adopted, this system will result in a savings of 4-man days monthly in transportation.

To provide greater utilization of assigned vehicles, plans are to accomplish the majority of the required vehicle maintenance services at night. It is planned to initiate a vehicle servicing program immediately, to be followed by a complete program of night maintenance by 31 December 1954.

## 12. OFFICE OF THE COMPTROLLER, USMA

The Comptroller, USMA, is responsible for:

- a. The budgeting, accounting, management engineering, review and analysis, auditing, and financial activities of the command.
- b. The distribution of military and civilian spaces within the command.

In executing his management engineering function, the Comptroller, by direction of the Superintendent, initiated an organizational survey of the United States Military Academy in September, 1953. By 30 June 1954 the survey was approximately 40% completed. Certain organizational and functional realignments were executed as the survey progressed. The ultimate goal of the survey will be a more efficient, more manageable, organization for the United States Military Academy.

In the accounting field preparatory steps were taken for the implementation of Integrated Accounting (to be implemented 1 November 1954) and Subsistence Stock Fund Accounting (to be implemented 1 July 1954).

During the three month period ending in August 1953, the normal seasonal increase in workload in the Disbursing Branch was experienced. However, as a result of improved methods, this additional workload was absorbed without the use of overtime or hiring of temporary employees as was required in prior years.

## 13. ARMY MEDICAL SERVICE

### 1. Activities.

The principal medical activities of this Command consist of providing medical care and hospitalization for members of the Command, in addition to hospitalization and evacuation for District No. 2, First Army Area, and the maintenance of public health on the post. Those activities under the supervision of the Surgeon, USMA, are:

- a. Office of the Surgeon, USMA.
- b. Department of Military Hygiene, USMA.
- c. U. S. Army Hospital, USMA.
- d. 8660th Army Administrative Unit, USAH, USMA.
- e. Hospitalization and Evacuation District No. 2, First Army Area.

## 2. Medical Coverage.

The U. S. Army Hospital, USMA, is a Class I hospital on a Class II installation. It is considered to be a U. S. Army Hospital located at an installation under the jurisdiction of the General Staff, U. S. Army.

The mission of the U. S. Army Hospital, USMA, is to provide hospital and outpatient medical care for the United States Corps of Cadets and military personnel and families assigned to the garrison. In addition to medical coverage for the Post, evacuation and hospitalization are extended to military personnel of nine surrounding counties in New York State, First Army District No. 2, including Orange, Sullivan, Ulster, Greene, Columbia, Dutchess, Putnam, Delaware and Westchester. Facilities are also extended to retired personnel and their dependents residing in close proximity to the post, to personnel of Stewart Air Force Base, Newburgh New York; Eastern Army Anti-Aircraft Command; Watervliet Arsenal, Watervliet, New York; and Schenectady General Depot, Schenectady, New York. Emergency medical care is rendered civilian personnel residing on the post. There are no dispensaries on the post, and all medical care is given at the U. S. Army Hospital, USMA, with the exception of a temporary dispensary operated at Camp Buckner during the summer.

The Office of the Surgeon, USMA, performs all the functions of any public health service of a community in that the Surgeon is directly concerned with the post water supply, milk, food, sewerage, garbage disposal, insect control, swimming pools, barracks, heating, ventilation, health hazards, messes, barber shops, and disease prevention. Appropriate inspections are made to determine adequacy of, and compliance with, current sanitary regulations. The general sanitation of the post was considered to be superior during the reporting period.

## 3. Health of the Command.

Although hospital admissions have peaked from time to time, health of the Command has been excellent. Elective operations on First Classmen to qualify them for commission, tonsillectomies, accidents resulting from intramural sports, and slight increase in upper respiratory infections are responsible for those increases in admissions. Due to the increasing number of upper respiratory infections occurring during the winter months, precautionary measures were published for the benefit of all post personnel. A mild outbreak of gastroenteritis among members of the U. S. Corps of Cadets was experienced on 9, 10 and 11 October 1953. A total of approximately 121 cadets were seen, of whom 44 were admitted to the hospital. A second mild outbreak of gastroenteritis occurred among members of the Corps of Cadets the night of 17 February 1954, at which time approximately 60 cadets were admitted to the hospital. Three enlisted Cadet Mess attendants were also hospitalized as a result of this outbreak. Investigations of causes were initiated by the Surgeon. During the poliomyelitis season, elective surgery (tonsillectomies and adenoidectomies) in children was discontinued.

Intramural Sick Call was conducted on Mondays, Tuesdays, Thursdays and Fridays at 1600 hours, during the Fall and Spring months, for the purpose of rendering immediate care to cadets injured during intramural athletics, at which time the incidence of injuries increases. Aerial spraying of the post with DDT and Lindane was conducted during the late Summer months. A death of one cadet occurred; William B. McCrea died at Walter Reed Army Hospital on 30 October 1953. Cause of death: acute lymphatic leukemia.

Physical examinations of First Class Cadets for commission, Regular Components, were conducted at this hospital in January 1954, and annual physical examinations of Third Class Cadets were accomplished in September, and Second Class Cadets in March; candidates for the New Fourth Class were examined in November 1953, March and June 1954. Immunizations of cadets scheduled for overseas trips during the Summer were conducted in May. New Fourth Class Cadets, Third Classmen and Second Classmen were immunized during the year. Dental survey of all enlisted personnel, 1802d Special Regiment, USMA, was conducted in May, under the supervision of the Dental Surgeon, as were all four classes of cadets during the year. Annual physical examinations of officers were conducted on an appointment basis, effective 14 October 1953, and annual physical examinations of children attending the Post School began on 5 October, continuing daily at the school until completion. Chest x-rays and laboratory work on children were done at this hospital on successive Saturdays.

#### 4. Sanitation.

Water supply of the post has been bacteriologically and chemically potable throughout the year. Weekly inspections of mess hall, swimming pools when in operation, lunch counters, NCO Club, West Point Army Mess, U. S. Hotel Thayer and post water supply, are conducted, as are monthly inspections of stockades, barber shops, barracks, commissary and storage, and incendiary and waste disposal units. Food handlers, barbers and troops received periodic physical examinations. Food handlers and barbers receive a complete pre-employment physical examination, and are also examined every year thereafter, as well as whenever an examination is clinically indicated. Mess Stewards inspect their food handlers daily for cleanliness, appearance and apparent freedom from disease. Rodent and pest control measures have been taken throughout the year, all garbage racks on the post were sprayed at frequent intervals during the Summer months, aerial spraying of the reservation was accomplished, and all meat, meat foods, dairy products, and dairies were inspected by the Veterinarian. The general sanitation of the post is considered superior.

The hospital is inspected regularly by the Surgeon, USMA, and the Inspector General, USMA, accomplishes a semi-annual inspection. Narcotics, alcohol, drugs and precious metals are credited monthly in the Pharmacy, Medical Supply, Dental Clinic and on wards. An inventory of the hospital mess is accomplished at the end of each month.

#### 5. U. S. Army Hospital, USMA.

a. *General.*—The hospital, with very few exceptions, is adequate in equipment. However, with the increase in obstetrical care of dependents of post personnel and surrounding area, the present Obstetrical Ward, Delivery Room and Nursery do not provide adequate and proper facilities. Various physical changes have been made within the hospital, as described in detail further in this report, to create more bed space on wards, delivery rooms, a new formula room in accordance with modern standards, and eventually a pediatric surgery and medicine section, vitally needed at this hospital. The medical coverage for the post is unique in many respects and exceeds the requirements of a comparable Class I hospital. To cover the needs of this Post, a staff of unusually high caliber is made available; many of the officers are Board members or Board qualified. Difficulty in maintaining adequate coverage of wards with trained personnel is experienced occasionally because of rapid turnover of enlisted personnel. Eleven civilian consultants continued to visit the hospital at periodic intervals to assist

in the professional work and training of medical officers in the specialties of general surgery, urology, dermatology, ophthalmology, obstetrics and gynecology, pediatrics, radiology, orthopedics, internal medicine, and neurology.

b. *Statistics.*—

|  |        |
|--|--------|
| Operating Beds Authorized .....                                  | 130    |
| Normal Bed Capacity .....  | 250    |
| Mobilization Bed Capacity .....                                  | 340    |
| Average Annual Strength of Army Medical Service Personnel:       |        |
| Officers: M. C. ....   | 19.5   |
| D. C. ....   | 9.6    |
| V. C. ....   | 1.     |
| M. S. C. ....  | 6.3    |
| W. A. C. ....  | 2.     |
| Nurses: A. N. C. ....  | 22.7   |
| Civilian .....   | 9.     |
| Dietitian .....  | 1.     |
| Physical Therapist .....   | 1.     |
| Enlisted Personnel: Men .....                                    | 93.4   |
| Women .....  | 49.9   |
| Civilian Personnel: Physicians .....                             | 5.9    |
| Other .....  | 46.6   |
| Total Number of Admissions .....                                 | 3,760  |
| Total Number of Outpatient Treatments (less dental) .....        | 59,047 |
| Total Number of Deaths (incl. 5 stillborn and 2 DOA) .....       | 37     |
| Total Number of Births .....                                     | 584    |
| Dental Service (Total sittings, less routine examinations) ..... | 29,204 |
| Radiology Service (Total number of exposures) .....              | 23,046 |
| Laboratory Service (Total number of procedures) .....            | 76,861 |
| Surgical Service (Total surgical procedures) .....               | 3,087  |

c. *Major Changes in Construction, Equipment and Policy.*

(1) Projects completed during the past fiscal year:

Installation of individual radiator thermostatic control of the heating system.

Fire-proof electric outlets installed in operating section.

Elevator No. 1 repaired, with installation of new cables.

A baby grand piano from the Post Chapel, presented to this hospital gratuitously, was placed in the Solarium. A new mobile Baldwin spinet piano with special coasters provided, so that it may be moved from one location to another within the building, was purchased for the hospital by Central Post Fund.

New ice-cube making machine installed in the Emergency Room.

Relocation of blank forms, mimeograph and publications section from Supply and Service Division to larger quarters in the hospital.

All wooden tables and chairs in the hospital dining room have been replaced by standard metal tables and chairs.

Drain has been installed at the south side of the hospital, near the hospital mess.

A Flight Surgeon has been stationed at this hospital to assist with physical examinations of personnel from Stewart Air Force Base and Air Force personnel stationed in this area requiring medical attendance and physical examinations at this hospital. It is anticipated that the assignment of this officer to this hospital will prove beneficial during physical examinations of First Class Cadets for commission in the Air Force.

An arrangement has been made between Lederle Laboratories and this hospital to collect placentae at this hospital for the Lederle Laboratories. A freezing unit has been provided on Ward 50, at the expense of the Lederle Laboratories, for the purpose of accumulating these placentae, to be picked up at regular intervals. This arrangement was made in compliance with SGO Administrative Letter 40-14, dated 5 October 1953, and with the knowledge and approval of the Staff Judge Advocate, USMA.

Three new Gordon-Armstrong incubators have been purchased and received.

Hospital Library moved to fourth floor of annex, in the location soon to be utilized as the Professional Services Wing.

Conference Room moved from Ward 1 to Professional Services Wing.

The Detention Ward, Ward 10, has been removed, and will be utilized for storing medical equipment.

Night lights completely installed in corridors of Wards 20 and 30.

Two fire escapes constructed, one off Ward 10 and the other off Ward 1.

Medical Records Office moved to the location formerly occupied by the Hospital Library, on the main floor. This office is also occupied by the Hospital Treasurer and Medical Services Account Officer.

Power in the hospital has been expanded through the installation of electrical transformers.

New outside doors and screens installed on incinerator room.

A new, second, Emergency Room constructed, where all clinics of the hospital are now conducted.

An autoclave and still were installed in the Operating Room.

A mail room and hospital message center was established.

Phase II of the Coronary Artery Disease Testing Program was conducted in April 1954.

The 923d Ambulance Company, Fort Jackson, South Carolina, reported for duty 1 June 1954, for the purpose of assisting with summer training at Camp Buckner. This team will remain until approximately 4 September 1954.

Notification has been received indicating that the U. S. Army Hospital, USMA, was accredited by The Joint Commission on Accreditation of Hospitals, as of 31 December 1953.

(2) Projects in progress or requested:

Remodeling of second and third floors of annex, formerly occupied by WAC Detachment personnel, to provide a Professional Services

Wing to include offices of the Chief of Surgical Service, Chief of Medical Service, Chief of Nursing Service, Department of Military Hygiene, personnel of the Neuropsychiatric Medical Research Project, on the third floor, and on the second floor, expansion of Ward 50, nursery and establishment of the formula room in accordance with modern standards.

Visual acuity project to determine the changes in vision which take place during the four-year course at the Academy.

Long-range neuropsychiatric medical research project, dealing with the correlation of various elements in the personalities and emotional development of cadets with later performance of leadership duties as officers, with particular emphasis on combat leadership.

Overhauling of the electrical system to provide additional power for installation of electric stoves in diet kitchens.

Installation of intercommunication system in Outpatient Clinic.

Overhauling of hot water system on Wards 40, 50, 60 and 70.

Installation of new sterilizers in operating section.

Installation of fire escapes.

Alteration of detention section to provide safe and modern facilities.

Emergency power system in the hospital.

Renovation of old cadet hospital, including removing old plaster and replastering, painting and remodeling. All utilities (gas, water, electricity) should be rehabilitated.

Installation of the audio-visual nurses' call system.

Installation of remote control dictation system.

Installation of Lowerators for cafeteria service in hospital mess.

Replacement of No. 1 and No. 3 elevators with modern automatic elevators.

Renovation of hospital garage, including rehabilitation of sleeping quarters, new linen and tool lockers and installation of fluorescent lighting.

Complete rehabilitation of heating system in old part of hospital. The present system is old, outmoded, continually out of order, and continually requiring emergency repairs.

Installation of durable floors (terrazzo) on Wards 1, 10, 20, 30 and in hallways of Wards 1, 10 and 10A.

Installation of soundproof ceilings in operating sections, Wards 50, 60 and 70, and dining rooms.

Replacement of plaster in hallways of Wards 20 and 30, and all stairwells.

Installation of insulation on all windows and doors in old hospital building, necessary for comfort of patients during cold weather.

Repairing and repainting all outside screens, windows and doors.

Roof adjacent to sun porch and west of solarium made into an outdoor recreation area by installation of smooth, hard-surface floor (quarry tile).

Installation of larger steam washing facilities for dishes in mess.  
 Supplying hospital network with programs comparable to other Class A radio stations by providing a studio room, which is essential.

Replacement of all old-type incandescent light fixtures with fluorescent fixtures.

d. *Professional Training*.—A total of 30 training periods for all enlisted personnel of this hospital was conducted, with discussions including dressings and bandages, artificial respiration, burns, demonstration of wet pack, oxygen equipment, use of the pneolorator (respirator), suction, respiratory complications and recovery room care, proper technique in resuscitative measures in airway, nasal oxygen, and nasal suction, temperature, pulse and respiration, treatment of injuries, proper techniques and operation of incubators, use of dextran, and first aid. In addition, Troop Information and Education Programs were conducted one hour per week, on-the-job training in all services was continued throughout the year, with physical training and instruction in familiarization with the carbine.

Officers' Information Programs have been conducted monthly throughout the year in conformance with existing directives, and Medical Service discussions took place at intervals during the reporting period. The professional dinner-meetings initiated last year were continued, with professional papers and discussions the third Tuesday of each month, preceded by dinner. X-Ray Conferences have been conducted twice each month during the noon hour, and professional programs by members of the Medical and Surgical Services one evening each month. Discussions of dental topics were conducted once each week by members of the Dental Service. On the first Tuesday of each month, a Medical Records Committee Conference is conducted during the noon hour; on the second Tuesday of each month a Tumor Board (Tissue Committee) Conference is conducted; on the fourth Tuesday of each month Clinical Conferences of the combined services are conducted. Conferences are conducted weekly for Operating Room personnel, Medical Service personnel, Chiefs of Services, and Surgical Service personnel. Effective 6 October 1953, and on every Tuesday thereafter, from 0930 to 1130 hours, a Medical Specialty Clinic has been held under the direction of the Chief of Medical Service. Only inpatients requiring outpatient follow-up are eligible for appointment by a referring physician, and the specialties of diabetes, gastroenterology, hematology, neurology and cardiology are included.

#### 6. Army Medical Service Instruction, Post Personnel.

For detailed information concerning instruction to cadets, see the Annual Report of the Department of Military Hygiene, USMA.

A film was shown to personnel of the Hospital Food Service Division in conjunction with Hospital Food Service personnel training.

Personnel on wards were instructed in the use of the Stryker frame.

A film entitled "Fire and Your Hospital" was shown to all enlisted personnel and officers of the hospital.

A lecture on "Marital Hygiene" was presented to First Class Cadets, and another lecture on "Personality" was presented to members of the Third Class Psychology Course.

A film on self-detection of cancer of the breast was shown for the benefit of all ladies of the post.

A lecture was presented to the Parent-Teachers Association on the subject: "Emotional Problems of Normal School-Age Children."

A program of nine hours of instruction in personal hygiene was instituted the latter part of 1953 for the benefit of the children attending the Post School.

Surgeon, USMA, has discussed the subject of supply economy with hospital personnel at frequent intervals.

Instruction on the subject: "Military Courtesy," was presented by the Commanding Officers, Detachments 1 and 2, for all enlisted personnel of the hospital.

Lectures of guest speakers presented on the post have been recorded and re-broadcast over Station WPAH for the benefit of hospitalized cadets and post personnel.

All enlisted personnel assigned to the Outpatient Service, Hospital Garage, WAC medical technicians, emergency duty personnel and ambulance emergency duty personnel attended an orientation program on oxygen therapy, including discussion and demonstration of the function and use of gauges, care and use of oxygen therapy equipment, demonstration of oxygen machine and nasal oxygen, function and use of Monaghan respirator, and use of oxygen therapy equipment.

Orientation and tour of the hospital was conducted for recently arrived hospital personnel.

#### 14. TREASURER, USMA

##### a. Cadet Mess.

(1) The Cadet Mess has operated on a normal basis during the past year. Civilian personnel turnover has been average in the kitchen, but enlisted waiters have undergone a turnover of nearly 100% since last year. The replacement of equipment and installation of major new items to enhance the feeding of the Corps are as follows: (a) A new dishwasher was installed in the north pantry. This was contracted for in fiscal year 1953. Silverware baskets have also been placed in use. (b) A battery of six new electric toast makers was installed in each pantry last winter. (c) A live steam line has been run into the garbage can cleaning area. The use of live steam is a considerable advantage in cleaning and sterilizing bread and pastry racks as well as refuse cans and other equipment. (d) Four deep fat fryers were installed at Camp Buckner for the summer. (e) An order has been placed for a pot washing machine to be installed in the kitchen during the summer or fall. The use of this machine could reduce the requirement for two mess attendants, WB-2.

(2) The monthly inventory of Cadet Mess stock, formerly a wholly manual operation, has been placed on electric accounting machines. It is now possible to obtain a complete detailed inventory with price and cost extensions immediately after the month end operation. In addition, the mechanical process provides the Mess Officer with a status report on his stock each week.

(3) The annual Ring Dance, Graduation Dinner and Hop, and Fourth Class Christmas dinner were repeated this year. The latter has proven a success in every way and is greatly pleasing to the cadets of the Fourth Class and their parents. It may well become a tradition. This is the second year for it to be held in the Mess Hall.

(4) The balcony of the Mess has been refurnished and redecorated to include the hanging of a portrait of George Washington.

(5) The Mess Officer and his assistants have rendered aid and advice to the planning personnel of the new Air Force Academy. A number of consultant visits have been made and more are planned.

(6) A series of stainless steel shelved cabinets to provide additional room for stock were installed in the Cadet Restaurant in Grant Hall in January. At the same time, the installation of new sinks and relocation of one ice cream storage cabinet have resulted in additional usable space. Immediately following June Week, the oak panelling and shelves directly in the rear of the soda fountain were replaced with one continuous stainless steel work shelf. This change has resulted in added efficiency and enhances the appearance of the soda fountain.

#### **b. Cadet Sales Store.**

(1) The Cadet Store continued operations similar to those of past years. The upward revision of the production employees' wage scale increased labor costs and resulted in the sales price of cadet uniforms being slightly increased for the fiscal year. Efforts to compensate for increased labor costs by improved methods of manufacture continued throughout the year. This action produced savings in some garments which partially compensated for the increased labor costs.

(2) The Officer-in-Charge, Cadet Store, submitted a detailed study to the Quartermaster General, relative to numerous deficiencies noted in the officer uniform clothing supplied by depots. Key officials of the OQMC visited West Point to observe the unsatisfactory clothing and obtain the views of the Cadet Store staff. Future uniform specifications will be referred to the Cadet Store for comments. On his annual visit the Inspector General of the Army endorsed this action. Close liaison and cooperation between the Cadet Store and the Quartermaster is producing results.

(3) Modifications and additions in uniform clothing and equipment included: (a) knitted cuffs added to Black Parka; (b) plain toe black dress shoes; (c) capeskin gloves, gray; (d) printed name tapes for use on T-shirts with crest; and (e) name stamp kit utilized to mark clothing.

(4) The following changes are under study: (a) Revision of QMC Manual 21-10, relative to Cadet Store operations. Major modification recommends quarterly inventory replace present monthly requirement. (b) Revision of QMC Manual 12-1, which pertains to Cadet Store Cost Accounting Procedures. (c) Adoption of IBM system for inventory.

(5) Eight displays were held for the Corps of Cadets on weekends throughout the year. These included five for jewelry; two for civilian clothing; and one for military uniforms. Approximately seventy firms were present for the year and total volume of business approximated \$320,000.00.

#### **c. U. S. Hotel Thayer.**

(1) The past year was the first year of operation wholly under the management of the Treasurer's Office. Business activity improved during the fiscal year 1954—reaching a new five-year high (see Table #1 and Table #2). Gross revenues on a national basis reached the highest levels ever recorded—yet the ten-year trend of declining profits continued. The Thayer operation returned to the improved dollar profit position interrupted by fiscal year 1953. However, the difference between the national profit ratio to sales and that at the Thayer is so great that increased activity must be relied on to provide sufficient funds for a normal required maintenance program. During the year personnel changes have resulted in an operation providing finer services. The close supervision of the

Officer-in-Charge and the employment of an experienced manager have been major factors in the successful operation of the past year. A sales program was instituted and the ground work prepared for the over-all rehabilitation and modernization of the hotel.

(2) Rehabilitation projects completed include:

- (a) New Conference Room in Annex.
- (b) Replacement of slotted door panels in Annex with solid ones as a safety precaution and an acoustical improvement.
- (c) New ice-cuber installed in Scenic Grill pantry and old cuber moved to pantry of Jonathan Williams Room.
- (d) Redecoration of Cocktail Lounge to include all new equipment and furnishings.
- (e) Completion of Garden Terrace enclosure to include Bow-Windows, oak floor, heaters and chairs. Tables were refinished.
- (f) Installation of emergency generator to provide power for boilers and some refrigeration in the event of power failure.
- (g) New duct installed for Crest Room pantry ventilation.
- (h) Landscaping in gardens and installation of new flagstone paths.
- (i) Purchase of new china.
- (j) Purchase of 108 new Airfoam mattresses and box springs.
- (k) Corridors and 15% of guest rooms were painted.

(3) Major maintenance projects begun include:

- (a) Partial replacement of 6-inch water main.
- (b) Replacement of transformers, main switch panels and grounding of the electrical system.
- (c) Modernization of two passenger and one service elevator.
- (d) Determination of pipe line locations to provide new service protecting the kitchen from flooding.

(4) Major programs planned for future as necessary rehabilitation and modernization projects:

- (a) Redecorate and refurnish lobby.
- (b) Renovate entire kitchen.
- (c) Provide additional refrigeration.
- (d) Replace windows and frames on mezzanine floor.
- (e) Overhaul all utilities.
- (f) Air condition a portion of the hotel.
- (g) Refurnish and renovate rooms.
- (h) Provide Post power for emergency.
- (i) Adding recreational facilities: tennis courts, shuffle board, putting green, swimming pool.

TABLE #1

RECAPITULATION OF NET PROFIT FROM OPERATION—HOTEL THAYER  
FISCAL YEARS 1949-1954

| Total Net    | 1954       | 1953       | 1952       | 1951       | 1950       | 1949       |
|--------------|------------|------------|------------|------------|------------|------------|
| Income ..... | \$554,581. | \$527,685. | \$549,243. | \$512,792. | \$501,555. | \$476,397. |

|                                 |            |            |            |            |            |            |
|---------------------------------|------------|------------|------------|------------|------------|------------|
| Operating Expense:              |            |            |            |            |            |            |
| Salaries & Wages .....          | \$199,561. | \$172,195. | \$176,914. | \$171,121. | \$165,539. | \$162,165. |
| Other Exp.....                  | 315,781.   | 334,297.   | 336,056.   | 306,959.   | 307,636.   | 297,850.   |
| Total Operating Exp. ....       | \$515,342. | \$506,492. | \$512,970. | \$478,080. | \$473,175. | \$460,015. |
| Net Profit from Operations .... | \$ 39,239. | \$ 21,193. | \$ 36,273. | \$ 34,712. | \$ 28,380. | \$ 16,382. |

TABLE #2

HOTEL THAYER—FIVE YEAR COMPARISON BASED ON 1949  
(1949 = 100)

|                                  | 1954 | 1953 | 1952 | 1951 | 1950 |
|----------------------------------|------|------|------|------|------|
| Net Sales & Other Income:        |      |      |      |      |      |
| Rooms .....                      | 128  | 107  | 118  | 108  | 106  |
| Food .....                       | 124  | 108  | 114  | 112  | 104  |
| Beverages .....                  | 93   | 118  | 113  | 100  | 106  |
| Telephone .....                  | 137  | 102  | 136  | 108  | 118  |
| Other Income .....               | 134  | 143  | 142  | 135  | 95   |
| Total Income (Net) .....         | 116  | 106  | 115  | 108  | 105  |
| Operating Expense:               |      |      |      |      |      |
| Salaries & Wages .....           | 123  | 106  | 109  | 106  | 102  |
| Other Expenses .....             | 106  | 112  | 113  | 103  | 103  |
| Total Operating Expense .....    | 112  | 110  | 112  | 104  | 103  |
| Net Profit from Operations ..... | 240  | 129  | 221  | 212  | 173  |

d. Treasurer, USMA.

(1) Excellent results have accrued to the Office of the Commandant of Cadets and to this office, including its several departments, because of the very close cooperation among the personnel concerned.

(2) As a result of the operation of our mechanized Accounting Section (IBM), all monthly statements of cadets are produced prior to the 8th of every month. This Section likewise gives the Mess operation weekly stock status reports and month end inventory reports within hours. The application of machines to Cadet Store inventory is currently being examined.

(3) Consideration was given to establishing a system of text book returns for cadets. This would permit each class to sell back to the Cadet (Book) Store texts for which there was no further demand. Such returned texts would then be available for resale at a reduced cost to members of the following class. The idea failed of approval.

(4) Cadets are still plagued with the problem of inadequate pay. In spite of the more careful spending, as reflected in the monthly balances of his Fixed Account, the average member of the Class of 1954 had a smaller cash balance at graduation than the previous year's graduate. A major contributing factor was in increased cost of officer uniforms. In 1950 the Cadet Budget (for the Fixed Account) showed total estimated required expenditures for the average cadet to be \$1802.00. In 1954 the amount of \$2387.00 is budgeted for the same purpose, or nearly two-thirds of his total pay, less income tax. Only the passage

of the Department of Defense approved bill granting to cadets the pay of 50% of that of an officer of the lowest commissioned grade can alleviate this condition.

### 15. LIBRARY, USMA.

1. **Statistics.**—The Library accessioned 3,555 books and bound volumes of periodicals during the Fiscal Year, reinstated 6 and cancelled 1,545. Total accessions as of 30 June 1954 were 146,226. The annual circulation was 50,769, which does not include books and materials consulted in the Library.

Expenditures were \$13,500.00, exclusive of salaries and building maintenance, which were included elsewhere in the appropriation for the Military Academy. Of this amount \$2,000. was spent for binding, \$7,818. for books, \$1,369. for newspapers and periodicals, \$943. for library and office supplies, and \$1,370. for new equipment. Towards the end of the fiscal year, the Superintendent made available approximately \$12,000. from other funds for the purchase of book stacks with which to furnish the new wing. These are now on order.

2. **Construction.**—Repeated delays were experienced in the construction of the addition to the Library. The new wing is expected to be finished soon.

3. **Activities.**—The Librarian's activities included serving on standing committees in connection with the Museum, Library and historical matters. He performed historical research, drafted articles, reports, talks, and wrote book reviews. He assisted in the reception and orientation of distinguished visitors and visiting groups. He delivered talks on West Point before the officers of the Department of Ordnance and before the Business Men's Club of the Town of Highlands.

The English Department's instruction of the Fourth Class in the use of the Library was given under the supervision of the Librarian for the first time. It is believed that closer coördination between the Department and the Library has improved, and will further improve, this phase of academic work.

The Associate Librarian and her assistants performed their professional tasks with zeal and efficiency. Their services to the officers, cadets and public continued to elicit favorable comment.

The Associate Librarian and her senior assistant visited the libraries of Trinity, Amherst, Dartmouth and Williams colleges during the Spring in order to study their methods and to lay plans for establishing a browsing room in the USMA Library. Many valuable ideas were gained.

The Chief Cataloger and her assistant visited the libraries of Columbia, Rutgers and Princeton to consult with their catalogers and to check on the adequacy of procedures followed here. The results were generally satisfactory in their assurance that the cataloging in the USMA Library is in step with modern practice.

The Historian and Archivist performed services of the same general type as in previous years, serving as a consultant in historical matters for officers, cadets and personnel at West Point, and for outside scholars and specialists. Publication of his Sesquicentennial History of the Military Academy was postponed to await further research and revision and the inclusion of additional material desired by the committee. His article "Early American Military Engineering Books", appeared in the March-April issue of the *Military Engineer*. He also served on the staff of the *United States Quarterly Book Review* and published a number of reviews of books in the military field.

4. **Establishment of USMA Archives.**—The Librarian and the Historian and Archivist assisted the Adjutant General, USMA, in planning for the establishment of the USMA Archives as a branch of the National Archives. Negotiations with the latter were conducted through the office of The Adjutant General, which gave significant advice and important assistance throughout. Visits by the Historian and Archivist and the Assistant Adjutant General, USMA, to the St. Louis Records Center, Kansas City Records Center, the National Archives and the Office of the Adjutant General, Department of the Army, developed a clear understanding of objectives and procedures, which resulted in the necessary authorizations for implementation of the project.

Paragraph 4, Special Orders No. 157, Headquarters, USMA, 13 August 1953, appointed the Librarian, Colonel William J. Morton, Jr., to the position of Archivist, USMA, and the Historian, Dr. Sidney Forman, to the position of Deputy Archivist, USMA, in addition to their other duties. On 11 May 1954, General Orders No. 6, Headquarters, USMA, formally established the United States Military Academy Archives and made them independent of the Library. Pursuant to this action, Special Orders No. 86, of the same date, relieved the Librarian of his additional duty as Archivist and appointed Dr. Forman Archivist of the United States Military Academy, with additional duty as Historian, USMA, to function under the jurisdiction of the Adjutant General of this command.

5. **Columbia Bicentennial Exhibit.**—When the Military Academy was invited to participate in the observance of the Bicentennial of Columbia University, the Superintendent selected the Library as the most suitable site for an exhibit at West Point. This was held from the 10th to the 27th of May, 1954.

The focal point of the exhibit was the large, bronze galvano of the Bicentennial Medallion, which stressed the theme of the occasion, "Man's right to knowledge and the free use thereof". One large case was devoted to the pictorial history of the University, and another to the historic relationships between the Military Academy and Columbia. The latter consisted of likenesses of graduates who became professors at the University, and a selection of text books written by them and used by both institutions.

6. **Gifts.**—In conclusion, the Librarian wishes to express his thanks to all those who presented books and other materials to the Library; to Mr. Christian A. Zabriskie for his continuing gifts of rare military works and documents; and to Mr. Francis E. Fowler, Jr., for his gift of a unique and valuable manuscript volume by Etienne Joseph Fort on Napoleon's honor guards, *Documents sur les Gardes d'Honneur Locales*.

## 16. ARCHIVES, USMA

The United States Military Academy Archives, a branch of the National Archives, was established by authority of letter dated 26 January 1953, and letter dated 27 January 1954, reference AGCM-M, from The Adjutant General, Department of the Army.

The first attempt to fill the need for an Archives dates back to 1946 when the civil service position of Archivist was established under the Librarian after many of the older Academy records were transferred to the Library to be kept for reference purposes. With the advent of the Records Management Program, records created as a result of the operation of the Military Academy were removed or scheduled for removal from West Point. However, these records were

invaluable for the local research necessary for continuing studies in the improvement and coordination of academic courses and military training; for future regulations and legislation affecting the Military Academy; and for answers to inquiries from Congress, Department of the Army, and other government agencies. In quality, they formed a collection of reference materials which were of national historical importance. Many questions, the answers to which were necessary to fulfill the mission of the Military Academy, often required a speedy reference to and a thorough knowledge of these records. As a temporary solution to the problem raised by the removal of the records from West Point, exceptions to the requirements of the Records Management Program were sought and granted; however, administrative needs and the historic value of the records at the Military Academy all suggested the need for a local records depository. The Adjutant General, Department of the Army, as well as the authorities of the National Archives were consulted, and as a result the USMA Archives was established on 11 May 1954.

The mission of the Archives is to assemble and preserve the permanent records of the United States Military Academy, as distinguished from the Post of West Point, which have administrative, research, or legal value, for maintenance in accordance with sound archival principles.

To implement this mission, the special staff position of Archivist of the United States Military Academy was created (Section II, GO No. 6, HQ USMA, 11 May 1954) and the incumbent appointed as Archivist (Par. 18, SO No. 86, HQ USMA, 11 May 1954). Before the close of the fiscal year, three additional personnel spaces were allotted. Space was assigned in the Administration Building but not occupied, because of need for renovation.

In addition, the Archivist has been assigned the duties and functions of Historian of the United States Military Academy.

## 17. WEST POINT MUSEUM

The West Point Museum reached its one hundredth birthday this year. Its reorientation from an ordnance collection to a general military museum, begun in 1948, has progressed to the point where it is not only the paramount Army museum but probably the most complete and representative collection of objects devoted to military history and the art of war to be found in the Western Hemisphere. Such a unique position is not without its serious responsibilities, not only to the U. S. Military Academy, but to the Army at large.

**1. Personnel.**—Several important changes occurred in the personnel of the Museum during the fiscal year. The Director, Colonel Donald R. Matheson, reverted to inactive retired status on 30 September 1953 and was succeeded by Mr. Federick P. Todd, formerly Historian with the Office of Military History, Department of the Army.

The position of Curator (Art) was filled on 24 August 1953 by the appointment of Mr. William E. Steadman, professional art educator and curator, a graduate of the Yale School of Fine Arts and formerly Acting Director of the Canton (Ohio) Art Institute.

Members of the staff attended in their professional capacities meetings of the American Association of Museums, Metropolitan Museum of Art, Company of Military Collectors and Historians, and other groups.

**2. Physical Plant.**—A number of changes in the interior of the Museum were made during the year with a view to rendering its exhibits more colorful and interesting. Chief among these was a complete redesign of the West Point Room and installation therein of a comprehensive collection of pictures, relics, flags and other memorabilia of the Military Academy. No structural changes in the room were undertaken, but specially selected shades of paint were used on the walls and in the cases, establishing a precedent for future decoration of the Museum's galleries.

Considerable progress was made toward improving storage facilities at the old Cavalry Stables. Shelves and bins were constructed sufficient to hold all objects in storage and permit ready inventory and cleaning. The interior of the Old Cadet Chapel was redecorated by the Post Engineer according to plans made by the Museum Director.

In May an area of about 1000 square feet adjacent to the present Museum offices (formerly a Museum gallery) was vacated and subsequently assigned to the Museum. Plans were made to utilize this new area for offices and devote the space thus freed to study collections, arranged especially to enable cadets and others to work with Museum objects at first hand and in connection with reference books. Objects in study collections will be housed in specially designed racks and cases to afford the maximum utility with the minimum expenditure of space.

**3. Cadet Instruction.**—The Museum continues to carry out its primary mission of supplementing the academic, cultural and military instruction of cadets. Numerous objects were made available to Academic Departments for cadet instruction and, in addition, the Museum took some steps to determine in advance anticipated requirements for classroom instruction in order to avoid the rather informal assistance of the past. It is believed that the Museum can be of far greater help to the Departments than before once adequate liaison is established.

Individual loans totalled 725 objects to 261 cadets and other individuals. In addition, the Museum staff furthered cadet instruction and recreation through assistance on research projects, speeches, and hobbies; instruction in fine arts; and general orientation on Army history and traditions.

**4. Public Exhibits.**—Continual progress was made in developing more colorful and instructive public exhibits and in making the Museum more appealing to the casual visitor. Fourteen special exhibits were installed during the year, including two on West Point reunions.

The Museum continues to attract the tourist and entertain the visitor to the Academy. Attendance totalled 126,402 persons this past year, over 15,000 more than the previous year. Over 285 groups from various schools and other institutions toured the Museum.

**5. Reference Activities.**—The Museum staff during the year furnished answers to numerous queries in its fields of activity. A total of 462 reference letters were answered, but the larger share of this reference work, being conducted on an informal, person-to-person basis, is not reflected in figures. In such work, as well as in the Museum's own research activities, its Honorary Curators have played a highly useful role, giving voluntarily and unstintingly of their time. No changes occurred in their roster during the year.

**6. Documentation and Research.**—Every new accession demands research into the authenticity and background of the objects acquired. Such research formed the principal function of the History Curator. In some cases it was possible to

have these studies published, thereby enhancing the Museum's reputation and fulfilling its function as an educational institution.

Not only were single objects studied. Research was begun on the entire collection of American regimental colors and the problems incident to their display and preservation, on Army insignia, on prints relating to West Point, on American swords, and on the history of the Museum itself.

**7. Acquisition and Maintenance.**—The Museum Board continued to weigh carefully gift offers to the Museum and the Academy with a view to their pertinence, quality and economy of maintenance. Although the range of suitable museum exhibits has been widened somewhat, and a greater volume of material has thereby been accepted, comparable attention has been given to the disposition of undesirable objects. A total of 455 new objects were accessioned during the year, and 26 books were added to the Museum's small reference library.

The Zabriskie Fund was used during the year to purchase 113 objects, including a rare U. S. flintlock pistol, model 1818; an oil painting, "The Snow Plow," by Robert W. Weir; and an extensive collection of early American polearms. These purchases amounted to \$1783.85. This fund, made available through the generosity of Mr. Christian A. Zabriskie, has proved to be of the greatest benefit to the Museum.

Among the more significant accessions during the year were the entire Sesquicentennial collection of objects and documents, transferred from the Sesquicentennial office; the earliest Cadet sword known, a gift of Mr. Philip Medicus; a large and valuable group of original drawings and prints relating to West Point, transferred from the USMA Library; colors of the 7th Field Artillery and 503d Airborne Infantry; and an oil painting, "View of West Point from Fort Putnam," presented by Mr. and Mrs. Thomas F. Davis.

Maintenance and repair of museum holdings occupied a sizeable portion of the staff's time. A cyclical inventory of objects was begun and will be continued indefinitely, certain broad categories to be inventoried each year. The well-known firm of Kiehart and Hecht was retained to preserve and restore seven valuable paintings, and new frames were purchased for 20 more. No funds were allotted during the year for repair of historic flags.

**8. Memorialization.**—The Director of the West Point Museum administers for the Museum Board and for the Superintendent all forms of memorials at the U. S. Military Academy except Cullum Hall. During the year two memorial windows were approved and installed in the Cadet Chapel and four in the Post Chapel. Plans were initiated for a bronze plaque showing the names of graduates killed in battle in Korea, and several other memorial projects were studied and reported on. The Museum maintains a comprehensive indexed file of all forms of memorials at West Point, showing persons memorialized, nature and location of the memorial, and donors.

## 18. OFFICE OF THE GRADUATE MANAGER OF ATHLETICS

### a. Intercollegiate Athletics.

The Military Academy was represented by varsity, junior varsity and plebe teams in 18 intercollegiate sports.

Approximately 5700 young men came to the Military Academy as members of visiting teams. Of this number approximately 3200 were furnished overnight accommodations in our visiting team quarters and approximately 14,000 meals were served to these visitors at the Cadet Mess.

Throughout the year Army varsity teams competed in 205 contests. Army won 133, lost 64 and tied 8. Of the major sports, Army defeated Navy in basketball and football. In minor competition, Army defeated Navy in cross country, pistol, soccer and tied in gymnastics.

In addition to the intercollegiate program, the Military Academy was again host to the Eastern Intercollegiate Tennis Championships.

Outstanding individual and team accomplishments for the year 1953-54 are listed below:

- Basketball* —The 15 and 7 record marked the most successful season for Army since 1945, when the cadets won all but one of the 15 games. Team captain Bill Hannon broke all individual scoring records with 44 points in 1 game, 470 points for one season, and a total of 1155 for three years. In addition, Hannon became the first cadet to play in the East-West All-Star game at Madison Square Garden in March.  
The team set a new Academy record of 101 points against the University of Mexico.  
The cadets defeated Navy for the first time since 1950 by a score of 85-72.
- Boxing* —Haywood S. Hansell won the 139 lb. Eastern Intercollegiate title.
- Cross Country* —Army placed second in the Heptagonals and defeated Navy for the 7th successive year.
- Football* —Coach Earl H. Baik was selected as "Coach of the Year" by the Touchdown Club of Washington, D. C.  
Army won the Lambert Trophy, symbolic of Eastern gridiron supremacy, for the sixth time in ten years.  
Army defeated Navy for the first time since 1949 by a score of 20-7.  
Bob Mischak played in the College-Professional All-Star game at Chicago in August.
- Golf* —Ray Allen set a new West Point amateur course record of 68, which is five under par.
- Hockey* —Gary Thomas set a new Academy record with 22 goals and 12 assists, for 34 points.  
Army defeated the Royal Military College of Canada for the third successive year by a score of 5-3.
- Lacrosse* —Pete Leone and Oliver Combs were selected to the first-team All-America. Dick Hobbs earned Honorable Mention.  
Army was runner-up to Navy for the National lacrosse championship.
- Pistol* —Army placed first in the National Intercollegiates and had an undefeated season with 8 wins.
- Rifle* —Lost only to Navy in ten matches.
- Soccer* —Lost only to Temple, the National champion, in nine games. Cadets have lost only two games since 1950.
- Squash* —Lost to Navy for the first time since the inception of the series in 1948.

- Swimming* —Pete Witteried won the Eastern Intercollegiate 100 and 200 yard backstroke titles. In addition, he set new Academy records in the 200 yard backstroke and the 150 yard medley.
- Tennis* —Roland Nordlie, son of Coach Leif Nordlie, was elected captain of the 1955 team. This makes the first father-son, coach-captain combination in West Point history.
- Track*  
(Indoor) —Lew Olive won the Heptagonal mile championship and William Boyd won the high jump title. Lew Olive also set a new Field House record for 1,000 yards.
- Track*  
(Outdoor) —Gil Batchman, William Boyd, Lowell Sisson, Bill Purdue, won the 480 yard shuttle hurdle relay at the Penn Relays.  
Lew Olive won the Heptagonal mile championship and William Boyd tied for first in the high jump. Boyd set a new Academy record of 6 foot 4 inches in this meet.

#### b. Personnel Changes.

Vincent Lombardi, Backfield Coach since 1949, resigned to accept a position with the New York Football Giants. He was replaced by George Blackburn, formerly of the University of Cincinnati.

Robert Vanatta, Basketball Coach for the 1953-54 season, resigned to accept a position at Bradley. Orvis Sigler, formerly of Missouri Valley College, has been named as Vanatta's successor.

Marcel Pasche, Fencing Coach the past five seasons, resigned. Upon recommendation of the Athletic Board and approval by the Superintendent, fencing has been dropped from the intercollegiate sports program.

Captain Felix A. Blanchard, USAF, reported for duty as an Assistant Football Coach, to replace Captain Robert St. Onge, who was reassigned.

Dr. Lloyd Appleton will no longer be associated with the wrestling team. Mr. Leroy A. Alitz, formerly of Osage High School, Osage, Iowa and recently employed by the Physical Education Department, will succeed Dr. Appleton as head coach.

#### c. Attendance of Corps of Cadets at Games Away.

The entire Corps travelled by bus to New York City for the Army-Duke football game and to Philadelphia for the Army-Navy game. The entire First Class travelled by train to Philadelphia for the Army-Pennsylvania game.

The intercollegiate sports program contributed greatly to cadet training in the following phases: development of leadership and competitive spirit; development of future coaches and officials for soldier athletics; recreation both for participants and spectators; opportunity for association between cadets and young men in the same age groups from service academies and civilian institutions including foreign colleges; opportunity for desirable publicity for the Army and the Military Academy through press, radio and television and visits to other cities by the Corps.

## 19. PUBLIC INFORMATION OFFICE

### 1. General Information:

a. Colonel James B. Leer, Public Information Officer, departed USMA o/a 1 August 1953 for leave, prior to new assignment to the Army War College, Carlisle Barracks, Pennsylvania.

b. Lieut. Colonel Edwin W. Richardson arrived USMA o/a 12 August 1953 for assignment as Public Information Officer, vice Colonel James B. Leer.

c. Capt. (USAF) Willard N. Munroe, Jr., Asst. Public Information Officer (OIC, Visitors' Bureau), departed USMA 16 November 1953, upon termination of military service.

d. Capt. James C. Bowman, Ass. Public Information Officer, reported for duty 23 February 1954, to replace Major George S. Pappas who was assigned as USMA Project Officer for the filming of THE LONG GRAY LINE and who is scheduled to depart USMA for new assignment o/a 10 August 1954.

e. Capt. (USAF) Joseph F. McCaddon reported for duty as Asst. Public Information Officer (OIC, Visitors' Bureau), vice Capt. Munroe, 5 May 1954.

f. Maj. (USA Res.) Lester M. Nichols reported for two-week (annual) temporary duty as Asst. PIO, 1-15 July 53.

## 2. Media Liaison:

a. Throughout the year, constant liaison was maintained with all news media, including magazines, newspapers, radio, television, newsreels, and the like. For special events occurring at USMA, news media were contacted and invited to cover. Frequently, representatives of news media would contact this office requesting permission to send writers and/or photographers to USMA to cover events in which they were interested. In addition, many free-lance writers contacted this office for information and pictures on USMA and other assistance in the preparation of their articles or stories on West Point.

b. Approximately 450 releases and special stories of general news interest (exclusive of sports) were disseminated.

c. Approximately 1300 pictures of West Point scenes and cadet activities, and approximately 600 pictures of visiting dignitaries and groups, were sent out. In the case of foreign visitors, pictures were transmitted through AC/S, G-2, D/A.

d. This year, for the second time, the stories and pictures of the graduating class were disseminated through the states and territories through the facilities of the Army Hometown News Center in Kansas City, Missouri. A total of 6,158 stories on the graduates were mailed out; 2,958 pictures and 1,194 plastic cuts were distributed to news and radio media. A total of 4,852 different media were serviced by AHTNC with graduation stories and pictures.

In addition to the graduation releases, the Army Hometown News Center disseminated stories on USMA cadets as follows:

- 13,092 summer training 1953 and "make list"
- 175 cadets participating in SCUSA V
- 21 cadet Rhodes Scholars
- 60 B-Squad football members
- 94 Cadet Christmas Party for orphans

e. Following is a list of some of the special events at USMA which were covered by representatives of news media during the period of this report. This office supervised such press coverage, including orientation and briefing of media representatives upon their arrival, allotment of credentials as necessary, escorting the representatives, and furnishing data on USMA.

- 7 July 53—Entry of Class of 1957
- 8 Aug. 53—Presentation to USMA of 2nd Infantry Regimental Colors
- 14-21 Aug. 53—Exercises at Camp Buckner

- 4 Sept. 53—Opening of Football Practice
- Fall 53—Army home football games
- 24 Nov. 53—Visit of King and Queen of The Hellenes
- 26-27 Nov. 53—Pre-Navy game rallies and team sendoff
- 2 Dec. 53—Opening session of SCUSA V
- Winter 54—Army athletic events
- 25 Apr. 54—Lecture by Mr. Edward R. Murrow
- 4- 6 June 54—June Week

### 3. Radio and Television Activities:

a. All radio and television activities in which USMA was concerned were handled by this office.

b. This office prepared a number of taped radio programs for various stations and networks, including special Founder's Day programs distributed to the four major networks in New York City, to Armed Forces Radio Service Network, and to First Army Recruiting radio section.

c. Throughout the year, various events at USMA were covered by the major television newsreels. (See par. 2e above.)

### 4. Motion Picture Activity:

a. This office handled all details incident to motion picture activities in which USMA was concerned, including both newsreel coverage of special events and production of major motion pictures.

b. Following is a rundown of the major motion picture activity during the period of this report:

- (1) Dept. of Army film entitled THIS IS YOUR ARMY (previously entitled "Report to the Army"); distributed by Dept. of Army during May 1954; film showing held at USMA 7 June 54.
- (2) Metro-Goldwyn-Mayer's I MARRIED WEST POINT—no further word received reference production or shooting schedule of same. Proposed motion picture would be based on a personal article of the same name by Nancy Nolan Coates which appeared in COSMOPOLITAN MAGAZINE.
- (3) Columbia Pictures' feature-length film entitled THE LONG GRAY LINE—production completed; anticipated release date—Feb. 1955. West Point scenes filmed at USMA spring of 1954, with cast of principals and extras, director, producer, and technical crews present at West Point. Maj. George S. Pappas, Asst. PIO, designated USMA Project Officer, supervised scenes filmed at West Point and in Hollywood.
- (4) New color documentary film on USMA now in process of production by Signal Corps Pictorial Center, Astoria, Long Island. Scenes filmed at West Point and at other installations where USCC summer training takes place. Documentary Film Board at USMA appointed by the Superintendent.

c. The theatre newsreels covered various events at USMA throughout the period of this report, including sports events, visits of VIPs, and June Week. (See par. 2e above.)

### 5. Information Bureau:

a. This office continued to maintain a complete information service on the Academy, its history, mission, curriculum, etc.; informational handout material prepared and disseminated; when necessary, research made for specific information in response to individual requests from writers, newspaper and magazine editors, and the like.

### 6. Speakers' Bureau:

a. This office continued to maintain a speakers' bureau, to fill requests received for USMA personnel to speak or to make personal appearances before civic, fraternal, and patriotic groups. Approximately 75 such requests were filled.

### 7. Cadet Public Information Detail:

a. This office continued to supervise and direct the activity of the Cadet Public Information Detail. Members of the Detail keep personal history sheets on cadets in their respective companies; prepare hometown releases periodically for editing by and transmittal through this office; and assist in the distribution and assembling of graduation biographical data for compilation and transmittal by this office to the Army Hometown News Center in Kansas City, Missouri, which makes nationwide distribution annually of stories and pictures on the graduating class.

### 8. Visitors to the Military Academy:

a. During the period of this report, persons from the following foreign countries, as well as individuals and groups from the United States, visited the Military Academy. The Public Information Office handled details in connection with these visits including preparation of itineraries, coordination with higher headquarters and/or USMA agencies, preparation of press releases on the visits, briefing of escort officers, and the like.

|          |         |                       |
|----------|---------|-----------------------|
| Chile    | Germany | Japan                 |
| China    | Greece  | Netherlands           |
| Colombia | India   | Nicaragua             |
| Denmark  | Iraq    | Pakistan              |
| Egypt    | Israel  | Thailand              |
| England  | Italy   | Turkey                |
| France   | Korea   | Union of South Africa |

b. *The Visitors' Information Center*, which had been opened for the 1953 season on 3 Apr. 53, was closed on 2 Nov. 53. It was reopened for the 1954 season on 11 Apr. 54. During the period of this report, the following number of visitors passed through the VIC and were given a briefing on USMA by VIC personnel:

1 July- 2 Nov. 53—23,239 persons

11 Apr.-30 June 54—18,223 persons

### 9. Sports Information:

a. The Sports Information Section of this office disseminated information and photographs throughout the country concerning the eighteen-sport intercollegiate athletic program. Specific actions accomplished include:

- (1) Publicizing the Eastern Intercollegiate Tennis Championships held at West Point.
- (2) Filing more than 185 wire stories on sports events staged at West Point and mailing out approximately 175 releases and special features on sports.

- (3) Mailing out photographs numbering 1685 prints of sports events, players and coaches to newspapers, magazines, television networks and other media.
- (4) Distributing information pamphlets or brochures on each sport, which had been prepared by this section, for use by radio, television, magazine and newspaper media.
- (5) Allocating and mailing out some 3,500 working press credentials and complimentary and purchase football tickets.
- (6) Planning and arranging press box for home football games and for the Duke and Navy games, including coordination of Western Union file.
- (7) Editing and planning the layout of football programs for home games.
- (8) Arranging for and coordinating details of radio and television programs concerning USMA sports events.
- (9) Orienting, escorting, and entertaining more than 150 members of the working press covering athletic events at West Point.
- (10) Supervising the operation of the twelve-man Cadet Sports Detail which assists in the compilation of statistical material, radio and television spotting, and as Corps contacts for interviews.
- (11) Maintaining complete historical records on the Academy's athletic program.
- (12) Assisting in the negotiation of radio and television athletic contracts throughout the year.

b. Head of the Sports Information Section made at least 75 personal appearances on radio and television programs; at football, basketball and track writers' meetings; at college public relations conferences; and at miscellaneous athletic banquets.

#### 10. Miscellaneous:

- a. Specific actions accomplished and/or functions fulfilled by this office include:
  - (1) Revising the booklet entitled BUILDING LEADERS, THE STORY OF WEST POINT, and forwarding same to Government Printing Office, Washington, D. C., where printing was accomplished; copies of revised edition received and stored in AGO, USMA.
  - (2) Handling public information details in connection with the celebration of 1954 Founder's Day.
  - (3) Handling public information details in connection with USMA participation in Armed Forces Day celebration, 15 May 54, including local Open House.
  - (4) Maintaining institutional membership in the American College Public Relations Association and in the Metropolitan College Public Relations Council. PIO and staff members attended meetings throughout the year as representatives of USMA.
  - (5) Attending meetings of the USMA Information Committee, of which the PIO was designated Recorder.
  - (6) Canvassing the academic and tactical departments and the 1802d Special Regiment monthly for items of news interest; compiling and forwarding same for inclusion in Circular Letter to USMA Alumni disseminated by the Association of Graduates.
  - (7) Preparing and forwarding upon request articles on USMA to various magazine and book publishers, including the following: INFORMATION PLEASE ALMANAC; N. Y. STATE RED BOOK; ENCYCLOPEDIA BRITANNICA; and WORLD SCOPE ENCYCLOPEDIA.

- (8) Preparing draft of new (revised) "Admissions Poster" and forwarding same to Registrar, USMA.
- (9) Forwarding periodic reports to Department of the Army as required, including monthly report on Participation in Public Events and quarterly report on Cost of Public Information Activities.
- (10) Preparing and sending out through members of the Cadet Public Information Detail approximately 150 letters to Secretaries of Chambers of Commerce in the hometowns of upperclass cadets on leave during 1953 Christmas period, indicating the availability of cadets as speakers before civic and fraternal groups during that period; also furnishing informational material on USMA to upperclass cadets going on leave.

#### Radio/Television Programs (General) Concerning USMA

| Date        | Media           | Description  |
|-------------|-----------------|--|
| <b>1953</b> |                 |  |
| 13 Sept.    | Television      | NBC-TV, NYC, "Kick-Off" Telecast sponsored by General Motors and National College Athletic Association; Cadet Glee Club on program   |
| 29 Sept.    | Television      | NBC-TV program entitled TODAY WITH DAVE GARROWAY; showed shots of cadet summer training taken by SPCP unit   |
| 2 Oct.      | Television      | Dumont TV Network, NYC, GUIDE RIGHT Show sponsored by USA & USAF Recruiting; USMA Augmented Dance Orchestra on   |
| 29 Oct.     | Radio           | Station WWL (CBS), New Orleans, La.; Maj. George S. Pappas, Asst. PIO, spoke on USMA Educational Program while in New Orleans for Army-Tulane football game                                  |
| 30 Oct.     | Radio           | CBS Southern Network (15 stations) and Station WMGM, NYC, carried interviews with USMA personnel, including the Commandant of Cadets, Chief of Staff, PIO, Asst. PIO, and Cadet R. W. Badger |
| 30 Oct.     | Television      | Dumont TV Network, NYC, GUIDE RIGHT Show sponsored by USA & USAF Recruiting; USMA Band on  |
| 1 Nov.      | Radio           | Station WDSU (NBC), New Orleans, La.; Maj. George S. Pappas, Asst. PIO, spoke on summer training given USCC  |
| 1 Nov.      | Television      | Station WDSU-TV (NBC), New Orleans, La.; Maj. George S. Pappas, Asst. PIO, interviewed concerning USMA   |
| 18 Nov.     | Television      | Dumont TV Network, NYC, STARS ON PARADE Show sponsored by USA & USAF Recruiting; USMA Augmented Dance Orchestra on   |
| 24 Nov.     | Television News | TELENEWS PRODUCTIONS covered visit of The King and Queen of The Hellenes   |
| 26-27 Nov.  | Television News | CBS-TV Newsfilm covered pre-Navy game rallies and team sendoff at USMA   |
| 2 Dec.      | Television News | American Broadcasting System TV News covered opening session of SCUSA V  |
| 16 Dec.     | Television      | Dumont TV Network, NYC, STARS ON PARADE Show sponsored by USA & USAF Recruiting; USMA Augmented Dance Orchestra on   |
| <b>1954</b> |                 |  |
| 12 Jan.     | Television      | Station KRLD-TV, (CBS), Dallas Texas, showed film "This Is West Point," delivered at studio by Cadet J. H. Gordon, '56   |

|            |                    |   |
|------------|--------------------|---|
| 31 Jan.    | Television         | CBS-TV, Ed Sullivan's TOAST OF THE TOWN Show; Cadet Glee Club   |
| 1-3 Feb.   | Radio              | Station WGY, Schenectady, NY; THE WAY TRAVELER program featured descriptions of points of interest at USMA  |
| 7 Feb.     | Radio & Television | Nationwide program entitled BACK TO GOD, sponsored by American Legion, over CBS-TV, CBS-Radio (rebroadcast), ABC Radio, and Mutual Broadcasting Radio; Cadet Chapel Choir |
| 13 Mar.    | Radio              | Mutual Broadcasting System carried special Founder's Day packaged program prepared by PI Office, USMA   |
| 15 Mar.    | Radio              | American Broadcasting Co. carried special Founder's Day packaged program prepared by PI Office, USMA  |
| 16 Mar.    | Radio              | Columbia Broadcasting System carried special Founder's Day packaged program prepared by PI Office, USMA   |
| o/a16 Mar. | Radio              | First Army Recruiting Radio Section and Armed Forces Radio Service broadcast special Founder's Day packaged programs prepared by PI Office, USMA                          |
| 30-31 May  | Radio              | Brig. General J. H. Michaelis, Commandant of Cadets, interviewed; taped in advance at USMA  |
| 6-8 June   | Television News    | CBS-TV, NYC, covered June Week events   |

(In addition, the following programs in connection with coverage of USMA Sports Events, were arranged for and handled by the Sports Information Section of the P I Office.)

#### Radio/Television Programs (Sports) Concerning USMA

| Date     | Media                           | Description   |
|----------|---------------------------------|---|
| 1953     |                                 |   |
| 4 Sept.  | Theatre and TV Newsreels        | Opening of football practice  |
| 26 Sept. | Radio; Theatre and TV Newsreels | Army-Furman football game; covered by Stations WMGM, NYC, and WFBC, Greenville, S. C.           |
| 2 Oct.   | Television                      | Mr. J. M. Cahill, Head of Sports Section, appeared on WNBC-TV, Chicago, Ill.                    |
| 2 Oct.   | Radio                           | Mr. J. M. Cahill interviewed over Station WIND, Chicago, Ill.                                   |
| 3 Oct.   | Radio                           | Army-Northwestern football game; covered by Stations WMGM, NYC, and WIND, Chicago, Ill.         |
| 9 Oct.   | Television                      | Col. Earl H. Blaik interviewed by Edward R. Murrow on "Person to Person" TV show, WCBS          |
| 10 Oct.  | Radio                           | Army-Dartmouth football game; covered by Stations WMGM, NYC, and WDBS, Dartmouth College        |
| 15 Oct.  | Television                      | Capt. Robert St. Onge, Asst. Football Coach, interviewed on "Powerhouse of Sports" over WPIX-TV |
| 17 Oct.  | Radio                           | Army-Duke football game; covered by Stations WMGM, NYC; WNBC, NYC; and WDNC, Durham, N. C.      |
| 24 Oct.  | Radio                           | Army-Columbia football game; covered by WMGM, NYC; WNBC, NYC; and WCBS, NYC                     |
| 28 Oct.  | Radio                           | Mr. J. M. Cahill interviewed on the Jimmy Steele show over Station WNOE, New Orleans, La.       |

|             |                    |   |
|-------------|--------------------|---|
| 29 Oct.     | Television         | Mr. J. M. Cahill appeared on the Mel Leavitt show, WDSU-TV, New Orleans, La.                  |
| 30 Oct.     | Radio              | Mr. J. M. Cahill interviewed on the Eddie Allen show, Station WSMB, New Orleans, La.          |
| 31 Oct.     | Radio              | Army-Tulane football game; covered by Station WMGM, NYC; ABC, NYC; and WDSU, New Orleans, La. |
| 7 Nov.      | Radio              | Army-North Carolina State football game; covered by Station WMGM, NYC, and WNAO, N. C.        |
| 12 Nov.     | Television         | Mr. J. M. Cahill appeared on WCAU-TV, Philadelphia, Pa.                                       |
| 12 Nov.     | Radio              | Mr. J. M. Cahill interviewed on WPTZ, Philadelphia, Pa.                                       |
| 13 Nov.     | Television         | Mr. J. M. Cahill appeared on WFIL-TV, Philadelphia, Pa.                                       |
| 14 Nov.     | Radio              | Mr. J. M. Cahill interviewed at halftime over Station WCAU, Philadelphia, Pa.                 |
|             |                    | Army-Pennsylvania football game; covered by WMGM, NYC, and WCAU, Philadelphia                 |
| 28 Nov.     | Radio & Television | Army-Navy football game; covered by WNBC radio and television                                 |
| <b>1954</b> |                    |   |
| 9 Jan.      | Television         | Army-Fordham basketball game; covered by ABC-TV   |
| 23 Jan.     | Television         | Army-Manhattan basketball game; covered by ABC-TV. Mr. J. M. Cahill interviewed at halftime   |
| 27 Jan.     | Radio              | Army-St. Lawrence hockey game; covered by Station WSLU, St. Lawrence Univ.                    |
| 6 Feb.      | Television         | Army-Syracuse basketball game; covered by ABC-TV  |
| 10 Feb.     | Radio              | Army-St. Michael's basketball game; covered by Station WJOY, Burlington, Vt.                  |
| 27 Feb.     | Television & Radio | Army-Navy basketball game; covered by ABC-TV and Station WNAV, Annapolis, Md.                 |
| 1 June      | Television         | Capt. Felix Blanchard, Asst. Football Coach, on filmed television show, "The Big Playback"    |
| 15 June     | Television         | Mr. Walter Browne, Golf Pro, appeared on "Powerhouse of Sports," WPIX-TV                      |

## 20. 1802d SPECIAL REGIMENT

1. During the Fiscal Year of 1954, the 1802d Special Regiment carried out its threefold mission: To assist in the practical military training of the Corps of Cadets; to aid in the operation and maintenance of West Point's installations and utilities; and to garrison the post of West Point. A total of 3460 hours of cadet instruction was presented. Over 50,076 man-hours were devoted to Post details. Personnel of the regiment participated in a total of 102 military funerals, both on and off the Post, and 21 special ceremonies.

2. Monthly and special levies for enlisted personnel for overseas service from the Regiment totaled 81 enlisted men and 12 enlisted women.

3. Several minor revisions to Table of Distribution, 93-8660-1, have been under study and have been forwarded to Department of the Army for approval.

### Airborne Detachment

1. The Airborne Detachment provided technical advice and assistance to other Detachments and the Tactical Department in airborne and air transportable subjects. Personnel of the Detachment assisted in planning and presentation of airborne training for Cadets conducted by units of the 82nd Airborne Division.

2. The Detachment was equipped with new T-10 personnel parachutes. Training and demonstration parachute jumps were performed approximately once a month.

3. Close liaison was maintained with major airborne agencies for changes in doctrine, equipment, and techniques.

#### **Cadet Mess Detachment**

1. During the past year the Cadet Mess Detachment accomplished its mission of supplying table waiters and kitchen help to the Cadet Mess.

2. During the summer training period, seventy-seven members of the detachment were stationed at Camp Buckner to assist in operating the Cadet Mess.

3. During the past year the personnel of the detachment have been changed from predominately Negro to predominately Caucasian.

#### **Combat Arms Detachment**

1. During the Fiscal Year 1954, this Detachment performed its primary mission of assisting the 1802d Special Regiment in the tactical training of the Corps of Cadets. In addition to Armor, Infantry, and Artillery training, instruction was presented on Logistics, Combat Intelligence, and "Junior Officer's Duties." The latter two subjects had been presented by the Department of Tactics during previous years. The secondary mission of the Detachment, namely, to support the Regiment by furnishing personnel details for carrying on Post activities, was accomplished.

2. No major reorganizational programs were experienced during the period. The Table of Distribution (TD 93-8660-1) was amended by deleting one enlisted man, MOS 3008, Army Airplane Mechanic, which reduced the authorized strength to 187 from 188.

3. Tactical training for Cadets, both classroom and in the field, required a total of 329 hours of original instruction. These hours were repeated with other groups, giving a total of 2,684 hours of cadet instruction. These hours are in addition to the time required for rehearsals and for training First Classmen to present some of the instruction. In addition, six groups of Midshipmen from the U. S. Naval Academy were given a brief orientation course.

A continuous training program was conducted to familiarize Detachment personnel with weapons, equipment, and methods of instruction. Range firing with crew served and individual weapons was conducted.

The Detachment furnished personnel and equipment for parades and funerals, both on Post and off, and Armor Escorts, Artillery Salutes, and Infantry Guards of Honor for visiting dignitaries. A total of 93 funerals, both on Post and off, 8 Artillery Salutes, 4 Infantry Guards of Honor, 6 Parades and 14 details as Casket Bearers were conducted, requiring 6,400 manhours. A total of 3,730 enlisted men worked 28,861 manhours on fatigue details other than snow removal, which averages 10 men per day, per year. Snow removal details required a total of 217 enlisted personnel who worked a total of 1,094 manhours.

Non-commissioned officers conducted classes for all phases of the 4th Class instruction. In addition to two officers of the Detachment, two enlisted men conducted classes on Morning Report, Sick Slip, Duty Roster, Mess, Pay and Allowances, Board Procedures, and Travel for the 1st Class, with excellent results. This latter instruction during previous years had been pre-

mented by the Department of Tactics. Approximately 24 enlisted men were sent to various schools at the Armored and Infantry Centers, Aberdeen Proving Ground, and the New Vehicle Training School, Detroit, Michigan. Liaison with the Service Schools in order to maintain up-to-date instruction is being accomplished through personal visits and correspondence.

4. The Armor Section constructed a classroom in Building #670 which contains all the facilities necessary for Armor Instruction and has a seating capacity of 190. Thirty-four major items of equipment, organic to the Anti-Aircraft Artillery Branch, ranging from tool kits up to and including one (1) 90mm AAA Gun were turned in as excess to the needs of the Artillery Section.

During the year all wheeled vehicles were turned in to the Transportation Officer, USMA, and the Artillery Garage was eliminated, thus releasing building #646. Track vehicle maintenance is still being accomplished by the Armor Section.

Special emphasis is continually being placed on supply economy, supply discipline, and cost consciousness.

#### Combat Engineer Detachment

1. The primary mission of the Combat Engineer Detachment is to instruct the Corps of Cadets in Practical Military Engineering. During the year the Detachment instructed the Third Class, USCC, in the following engineer subjects:

- Demolitions
- Obstacles
- Operation and Maintenance of Engineer Equipment
- Floating Bridges
- Timber Trestle Bridge
- Mine Warfare
- Assault River Crossing
- Air Compressor and Pneumatic Tools

2. The Detachment completed the following engineer projects:

Completed erection of a Butler Building for Army Athletic Association.

Installed culverts and other road improvements on road running from Morgan's Farm toward Cranberry Pond.

Began construction of a road beginning at Bull Pond and running northward to join up with road in the vicinity of Popolopen Lake.

Supervised the construction of a fire-break from Cranberry Pond to Route 9-W.

Assisted the Post Engineer in the following projects:

Constructed an apartment in the attic of quarters 115.

Removed paneling, shelving, plastering and electrical fixtures from building 618.

Dredged a channel around the North and South Docks.

Constructed a fence around the Salvage Yard.

Constructed a new Heavy Equipment training area.

Constructed a new Obstacles and Field Fortifications training area.

Assistance to Department of MA&E in Concrete Lab.

Assistance to Department of MT&G in Surveying Instruction.

Assistance to Department of Mechanics in Air Compressor Instruction.

Assistance to Department of Mechanics in Field Work of Fluid Mechanics.

Snow removal over approximately one-fifth of post.

3. The detachment fired the M-1 Rifle for record during the month of April 1954.

#### **Headquarters and Headquarters Detachment**

1. During the period 1 July 1953 to 30 June 1954 Headquarters and Headquarters Detachment successfully carried out its mission of providing competent administrative and technical enlisted personnel for various using agencies on the Post, including Headquarters USMA; Headquarters USCC; and Headquarters, 1802d Special Regiment.

2. The detachment operated a consolidated mess for enlisted men of four detachments as well as transients. Approximately 300 men per meal were served.

3. The Detachment operated a transient billet for enlisted personnel and also billeted newly-arrived personnel pending assignment within the Regiment.

4. Range firing was conducted with the Carbine in accordance with AR 370-5.

#### **Military Police Detachment**

1. During the year 1 July 1953 to 30 June 1954, the Military Police Detachment, 1802d Special Regiment, USMA, West Point, New York, performed its normal duties of post, camp and station, as well as those duties peculiar to the United States Military Academy.

2. Specialized training was conducted throughout the report period for all members of the detachment. Two enlisted men attended courses at the Provost Marshal General School, Camp Gordon, Georgia, one going to the advanced Military Police Course and the other taking the Military Police Criminal Investigations Course. All personnel were required to fire record practice in their basic arm, the calibre .45 pistol.

3. During the period covered by this report, the turnover of personnel within the unit has been relatively low with a loss of but twenty (20) men. During April, 1954, with the concurrence of the Commanding Officer, 1802d Special Regiment, the Provost Marshal, USMA, and the Office of the Provost Marshal General, Washington, D. C., worked out an arrangement whereby thirty (30) newly trained military policemen would be personally selected by the Provost Marshal, USMA, from the Military Police Replacement Training Center at Camp Gordon, Georgia. These thirty men reported to the Detachment in early May, which increased the Detachment to a strength of one hundred and five (105) men. During August and September of 1954 approximately thirty (30) enlisted men are scheduled for discharge which will return the unit to its authorized strength. The addition of these excellently trained young military policemen in May precluded the yearly necessity of having to levy First Army for special Military Police to assist in the June Week Activities. Needless to say, the operation of June Week, 1954, was the smoothest and best ever from the Military Police point of view. The overstrength in personnel has materially aided in the summer operations wherein the Military Police commitments are vastly expanded. The majority of these replacements were all high school graduates and a high percentage had attended college. Morale continues at a high level; disciplinary problems remaining at an all time low level.

4. A decided drop in prisoners confined in the stockade was registered over the preceding fiscal year. The rate dropped from 75 to 15 for the two years mentioned. No problems arose concerning the operation of this facility.

5. During the period 1 July 1953 to 30 June 1954 the Investigation Section was called upon to investigate a total of 92 incidents.

### Regimental Chaplain

1. Religious services for the year averaged approximately 220 for the regular Sunday Worship Service. Other than these, special religious services were held during Lent, Christmas, Easter and other Holy days and seasons. Confirmation, Bible Classes, and religious films were held for the children once a week for three months. Attendance at the Junior, Intermediate and Senior Choirs reached an all time high for the year with an average combined attendance of 86 per Sunday.

2. In addition to regimental personnel, the Regimental Chaplain has given counsel, conferences and arranged religious programming for any recognized religious groups, who desired the services of a Chaplain, or who wished to participate in the religious activities of the Post Chapel.

3. The highlights of the year in the Chapel beautification program were varied. Four new stained glass windows were presented and dedicated. They are as follows: "Francis Asbury," "Pilgrims Attending Church," "Lincoln's Inaugural Address" and "Peter Muhlenberg, Soldier and Statesman." A drawing for the balcony window was submitted by Rambusch Decorating Co. at a requested cost of \$565.00, subject to the approval of the Museum and Memorial Board.

4. Catholic and Jewish services are provided by civilian chaplains. These services are made available to all members of the Post and visitors.

### Detachment Number 1, U. S. Army Hospital

(Attached)

1. The mission of Detachment 1, U. S. Army Hospital, USMA, is to care for the sick and injured admitted and/or treated as patients at U. S. Army Hospital, USMA. This mission was accomplished despite the large turnover of personnel, both officer and enlisted.

2. Enlisted men performed duty in all sections of the hospital during fiscal year ending 30 June 1954. Ward personnel work on three shifts in order to cover the wards twenty-four hours per day.

3. The majority of the enlisted men are schooled and trained in their specialties and in addition each enlisted man receives on-the-job training in his specialties. Weekly training classes are held for all personnel and cover subjects designed to assist personnel to be proficient in their duties.

4. During the past year, several parties have been held for the enlisted men and food and beverages have been furnished at these parties. There are magazines, a pool table, ping-pong table, and other items for the recreation of the enlisted men in their dayroom in Building #687. Sports have been organized in which the enlisted men participate.

### Detachment Number 2 (WAC)

(Attached)

1. During the Fiscal Year 1953, Detachment Number 2 continued the assigned mission of filling enlisted positions in the United States Army Hospital, West Point, New York. Attached to this organization for rations, quarters, and administration were the WAC's assigned to the Dental Clinic (Detachment No. 3), and the three women assigned to the various offices on the Post.

2. Efficient accomplishment of the mission was hampered in the second half of the year by an unusually high turnover in personnel and a shortage of certain specialists: Medical Technicians, Clerk Typists, X-Ray Technicians and Physical Therapy Technicians. On 18 March 1954, Director of the WAC, Colonel Irene

O. Galloway, visited West Point and Detachment No. 2. At that time the problems of shortage of personnel and lack of proper screening of enlisted women assigned to West Point were discussed with her.

3. Normal duty hours of all personnel are eight (8) hours a day, five and one-half days a week. During the hours 1700 to 0700, normal "off-duty" time, medical personnel are used on a call basis to staff their own sections of the hospital such as Laboratory, Operating Room, as well as for special duty with critically ill patients. Personnel on wards perform regular night duty in shifts of eight hours for a period of two weeks and then are given three days compensatory time at the end of each tour.

4. Training during the year included some on-the-job training in medical and administrative subjects, a course in medical practices and hospital organization, and the Army's Information and Educational series. Participation in a varied company sport program was stressed for physical conditioning.

5. In the fall of 1953, two (2) brick barracks on Regimental Place, formerly occupied by male troops, were remodelled for enlisted women. The renovations provided office space, double and single cubicles, a guest lounge, recreation room, kitchen and a laundry and drying room.

6. Recreation during the year included a varied sports program; several picnics at Round Pond; a Christmas party; several dances in conjunction with Detachment No. 1 at the NCO Club and WAC Detachment Dayroom; an open house and dance in February as a house warming and wiener roasts on the Detachment patio. The Twelfth Anniversary of the Women's Army Corps was celebrated with an unusually fine dinner at the hospital mess, followed by a dance at the Detachment.

## 21. USMA PREPARATORY SCHOOL

The Preparatory School was operated in accordance with SR 350-90-1, AFR 35-43, dated 16 August 1949, SR 350-90-2, AFR 35-88, dated 9 April 1952 and current directives of the Superintendent, United States Military Academy, for the purpose of providing preparatory training to members of the Armed Services who held valid appointments to the United States Military Academy and who met preliminary physical qualifications.

The Preparatory School conducted three courses of academic instruction for cadet candidates. The basic course was presented from 3 September 1953 to 27 February 1954 to prepare candidates for the regular March entrance examination. It consisted of instruction in algebra, plane geometry, English, and American history. The advanced course was presented from 8 March 1954 to 28 May 1954 for the purpose of providing those candidates who had completed the March examination with a better foundation for the academic courses to be encountered after admission to the Military Academy. It consisted of instruction in solid geometry, trigonometry, European history and English. The basic course, in condensed form, was repeated from 8 March 1954 to 12 June 1954 for those candidates who were authorized to take the special June entrance examination.

Throughout the school year from 3 September 1953 to 12 June 1954 each candidate in school received six hours of physical training and two hours of basic military instruction each week. The Physical Training Program for the year emphasized individual physical conditioning and intramural athletic competition.

The total enrollment for the Preparatory School for the 1953-54 school year

was 251. However, the total in-class enrollment at any one time never exceeded 159. The average in-class enrollment was 127.

During the year a total of 111 candidates were separated from the school and another 32 were separated for failure on USMA entrance examinations.

|  |     |
|--|-----|
| Resignations .....   | 74  |
| Separated for deficiency in academics .....                                      | 27  |
| Separated for physical disqualification .....                                    | 4   |
| Separated for misconduct.....  | 3   |
| Discharged from the Service because of<br>expiration of term of enlistment ..... | 3   |
| Separated for failure on USMA entrance<br>examinations .....                     | 32  |
|  | 143 |

As of this date 101 cadet candidates have entered the Corps of Cadets as members of the Class of 1958.

The principal obstacles encountered during the past year's operation of the school were due to the following causes, all of which have been discussed in previous reports.

Late and irregular reporting of students to the school.

Weak educational background of some students who are ordered to the school.

Students reporting to the school with incomplete preliminary physical examinations.

Students reporting to the school who do not have a desire to enter the Military Academy.

A complete reorganization of the school has taken place during this fiscal year.

The History Department was discontinued at the end of the 1953-54 school year. The English Department will take over the instruction of history to those few candidates required to take the U. S. history entrance examination.

The physical plant was approximately halved by the return to the Air Force of nine (9) buildings, leaving the school a total of twelve (12) buildings. This reduction is in line with an imposed ceiling of 160 students imposed on the school for the 1954-55 school year.

The following personnel reductions were made:

| Military:          | Civilian:         |
|--------------------|-------------------|
| Officers .....     | Instructors ..... |
| Enlisted Men ..... | Janitors .....    |
| Total.....         | Firemen .....     |
| 11                 | Secretaries ..... |
|                    | Total.....        |
|                    | 21                |

Existing facilities for the operation of the school as provided by Stewart Air Force Base are considered to be adequate for the present imposed yearly enrollment of 160 students.

## 22. USMA BAND

The primary mission of the United States Military Academy Band and Field Music Section was to fulfill musical requirements of the United States Military

Academy. This encompassed the support of the Corps of Cadets in activities such as parades, reviews, athletics and other ceremonies requiring the presence of music. In addition to the regularly scheduled activities of the Corps of Cadets, the USMA Band participated in Post and other events, performing a total in excess of 150 ceremonies.

The second mission of the USMA Band is to provide music for appropriate military ceremonies, recreational activities, radio/television presentations and civilian functions, as authorized by the Department of the Army. In fulfillment of this mission, the USMA Band prepared weekly radio programs for the Army-Air Force Recruiting Program which were presented over the Mutual Network. In addition to these radio programs, the USMA Band was presented during the year by major television networks on such programs as "Talent Patrol," "Guide Right" and "Parade of Stars." The USMA Band was host to the 20th Annual Convention of the American Bandmasters Association, and presented concerts at Newburgh and West Point under the direction of many prominent American bandmasters. The two regular concert series were presented at West Point, in addition to ten concerts and parades in conjunction with civilian functions. Social music was provided on Post throughout the year.

In this last year, substantial changes were made to the staff of the USMA Band. The commanding officer was authorized, by Congressional action, a grade to be determined by the Department of the Army and was subsequently promoted to the rank of Major. CWO Robert M. Berglund and CWO Frederic W. Boots were assigned as assistant bandleaders and CWO H. Lynn Arison was reassigned and transferred by the Department of the Army. The strength of the USMA Band was established at 4 officers and 166 EM.

### 23. CADET RELIGIOUS WELFARE BOARD

The Cadet Religious Welfare Board is an advisory body to the Superintendent, and serves as a board of review for the Chaplain's Fund, of which the Chaplain, USMA is the Custodian. In addition to these specific functions the Board also considers many matters relating to the spiritual welfare of all Cadets. The Chaplain, USMA serves not only as Cadet Chaplain, but also ministers throughout the year to many graduates, visitors, and Post personnel.

In January, 1954, the Rev. Frank E. Pulley, Chaplain, USMA, tendered his resignation to take effect 1 July 1954. The Cadet Religious Welfare Board, after interviewing a large number of applicants, selected the Rev. George M. Bean to succeed Chaplain Pulley. Since Mr. Bean was not able to assume his duties as Chaplain until September, the Assistant Chaplain, Mr. Gripe, acted in that capacity during July and August, 1954. It is planned that Mr. Gripe will serve the Academy as Assistant Chaplain until June, 1955, in order to provide for some continuity in the work of the Chaplain's Office.

Regular Sunday services were held in the Cadet Chapel throughout the past academic year, while voluntary weekday services were held in the Chaplain's Office, the latter services being conducted largely by cadets under the Chaplain's supervision.

The West Point Sunday School, which is taught by cadets for the children of Post personnel, was largely under the guidance of the Assistant Chaplain. A new curriculum adopted this year was designed to stimulate more study on the part of the pupils, and more interest in religious training of children among those

parents who send their children to the Sunday School. A special effort was made to train the cadets to be more effective Sunday School teachers. In the coming year this teacher-training program will be intensified. At the end of the past year a small pamphlet describing the year's Sunday School activity was issued for the first time to stimulate more interest in the Sunday School and related activities. The Sunday School enrollment was 350 pupils, 65 teachers.

A special series of discussions on courtship and marriage for cadets and their girl friends was held by Chaplain Pulley in the spring of the year. Regular weekly Bible classes for cadets and occasional series of Bible study programs for Post Personnel were conducted through the year by the Assistant Chaplain.

Plans are being made for the Chaplain's Office to work more closely with the Tactical Department, particularly with regard to the counselling of cadets on religious problems.

Official acts of the Chaplain and Assistant Chaplain include the following: Funerals, 25; Marriages, 58; Baptisms, 61; Confirmations, 20.

Religious services for Roman Catholic members of the Corps of Cadets and for all other members of that faith are conducted in Holy Trinity Chapel by two civilian priests assigned to the local parish. Jewish services are held in the Old Cadet Chapel by a visiting civilian rabbi. Other offices of religion are also made available to interested persons by the respective representatives of their faiths. Requested services for members of minority religious groups are likewise made available.

## 24. SPECIAL SERVICES AND POST SCHOOL ACTIVITIES

### Special Services Mission.

Responsibility of the Special Services Officer includes promotion, stimulation, supervision and operation of the major activities noted below, conducted in the interest of welfare of personnel of this command. In addition, certain other responsibilities have been delegated to the USMA Special Services Officer as indicated.

### Special Services Activities.

*Physical Activities.*—Includes organized and informal sports contests, bowling alleys, indoor and outdoor swimming pools and recreation areas.

*Entertainment Activities.*—Includes motion picture service, live shows, soldier entertainments, service club, library service, arts and crafts and special entertainment groups.

*Special Services Logistic Activities.*—Includes preparation of budgets, administration of appropriated and non-appropriated funds, and supply procedure in support of the above noted activities.

Special Services Supply has logistical responsibility for the following activities:

- Post Special Services
- Post School
- Nursery School
- Child Care Center
- Post Youth Activities
- Red Cross Sewing Room
- Thrift Shop
- Other activities having access to Central Post Fund property.

### **Post School.**

Includes administrative and operational responsibility for provision of free public education for children residing on Federal Property under provisions of Public Law 874, 81st Congress.

Prepared and submitted routine budget to Department of Health, Education and Welfare to operate Post School for 1954-1955 session.

Because of increased enrollment in lower grades, additional space was obtained in Boy Scout building to accommodate a first grade class during 1953-1954 school year. Attendance for all grades, kindergarten through 8th grade, reached a high of 475 in April 1954. Average daily attendance for year was 440.3.

In accordance with plans prepared by Federal Housing and Home Finance Agency, work on an addition to the Post School was begun in late November 1953. Addition will include five regular classrooms, kindergarten room and a new cafeteria and kitchen. Plans also provide for interior decorating in existing building.

### **Post Youth Activities.**

Includes supervisory and operational responsibility for Post Youth Activities in the interest of welfare of post children and the supervision of the Post Youth Director. (The Post Youth Director is employed and paid by funds other than appropriated and at no expense to the government.)

### **Boards and Committee Membership.**

- Central Post Fund Board
- Post School Board
- Youth Activities Board
- Youth Activities Construction Fund Board
- Character Guidance Council
- Halloween Party Committee
- Community Chest Fund Council
- Arts and Crafts Fund Council

### **Logistics and Special Activities.**

#### *Funds:*

Obtained routine budget of \$2,000.00 for replacement of recreational supply.

Completed action in obligating funds granted by First Army Central Welfare Fund to improve Cadet Recreation Halls and Enlisted Men's Day Rooms in 1802d Regiment.

Completed woodworking and photographic dark room in Arts and Crafts Shop and opened facilities for use in October 1953. Weekly attendance has averaged over 150 cadets and Post personnel participating.

Books and shelving are on hand to equip a library in former snack bar space adjacent to Service Club. Arrangements, however, have been deferred because of plan to operate a temporary Post Exchange in this space during renovation of main Post Exchange. September 1954 is probable time of opening a new library in lieu of that operated temporarily in basement of Service Club.

Host to First Army Tennis Tournament.

Supervision and support of Round Pond Boys Camp.

### Motion Picture Service.

The Army and Air Force Motion Picture Service installed facilities for presentation of wide screen or cinemascope type film with work started in June 1954.

### Sports Activities.

Personnel of 1802d Special Regiment were active in intra-mural sports activities and teams entered in First Army tournaments made creditable showing.

## 25. AMERICAN RED CROSS ACTIVITIES

A total of 1,162 cases were assisted by the Field Director. These cases constituted specific services as follows: 173 verifications for emergency leaves and extensions; 71 health, welfare, and home conditions reports; 282 services concerning discharges of servicemen; 34 cases concerning government benefits; and the remainder counselling and assistance with personal problems and miscellaneous matters.

Financial assistance was given by this office in the form of 65 loans totaling \$4,337.00, and 5 grants totaling \$272.00. Of the total financial assistance, \$2917.00 was given for emergency leaves; \$1360.00 for family assistance for dependents residing on Post; and \$332.00 for personal needs.

The U. S. Army Hospital maintains a 24-pint deposit of whole blood procured from the New York Regional Blood Center, American Red Cross, on a weekly basis for emergency transfusions to patients. During the past year, 278 pints of whole blood were used at the Station Hospital. Blood not used during one week is returned to the New York Blood Center where it is processed into blood products. Two bloodmobile visits were made to West Point, and a total of 1,556 pints of blood were drawn for the Defense Department.

During the year, the American Red Cross certified 31 members of the 1802d Special Regiment as senior life guards. Also, a swimming class for Post children was conducted by the Newburgh Chapter.

Local chapters of the American Red Cross have provided over 2500 hostesses for recreational activities at the USMA Service Club. The Westchester County Chapter of the American Red Cross reimbursed the Central Post Fund in the amount of \$237.80 for light refreshments served during USMA Service Club parties.

The Assistant Field Director and her staff at the U. S. Army Hospital have assisted 486 patients and duty personnel at the hospital, with leave and extension requests, health and welfare reports, and personal needs and counselling.

A medically approved recreation program has been conducted for all patients in the hospital. During the year, a total of 163 movie showings were held for patients, and patients made a total of 875 craft projects. In addition, 41 special parties were conducted during the year.

A group of 30 volunteer Gray Ladies have been very active at the U. S. Army Hospital, having served hospitalized personnel for a total of 2,347 hours.

The West Point Auxiliary, American Red Cross, provides daily and Sunday newspapers for patients in the U. S. Army Hospital. Also provided are various other services which add greatly to the hospital program, including knitted items

and layettes made by the sewing group of volunteer ladies. In addition, the Auxiliary gave to the USMA Service Club \$50.00 for the Christmas holiday for gifts for enlisted men who remained on duty.

The Junior Red Cross, Newburgh Chapter, has provided over 950 tray favors for the various holidays throughout the year for patients in the station hospital. The Post School children have participated in this program, and have also packed gift boxes for children in foreign countries. The Post School children contributed \$68.40 to the Junior Red Cross fund drive this year.

The Field Director has assisted with the presentation of I & E programs concerning ARC services for the 1802d Special Regiment.

During the annual Membership and Fund Campaign of the American National Red Cross, West Point contributed a total of \$5,501.46, and 3,674 members were enrolled.

A handwritten signature in black ink, reading "B. M. Bryan". The signature is written in a cursive style with a long, sweeping underline that extends to the right.

B. M. BRYAN  
Lieutenant General, USA  
*Superintendent*

