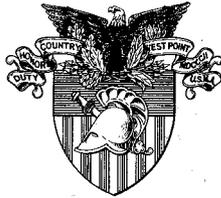


ANNUAL REPORT
of the
SUPERINTENDENT



1957

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.

AR 350-5

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**HEADQUARTERS
UNITED STATES MILITARY ACADEMY**

**SUPERINTENDENT
LIEUTENANT GENERAL GARRISON H. DAVIDSON**

GENERAL STAFF

Chief of Staff -	Colonel C. M. Mount, Jr.
Deputy Chief of Staff, Personnel and Administration -	Colonel Edward N. Wellesms
Deputy Chief of Staff, Logistics -	Colonel Joseph S. Hardin
Comptroller -	Lt. Colonel Arthur J. Sutton

SPECIAL STAFF

Adjutant General -	Colonel Frederick M. Hinshaw
Administrative Services Division, Chief -	Major Lee H. Burns
Air Force Representative -	Lt. Colonel Edward R. McLean
Alumni Secretary -	Colonel Norton B. Wilson
Archivist and Historian -	Dr. Sidney Forman
Chemical Officer -	Lt. Colonel Guy A. Orsino
Civilian Personnel Officer -	Mr. Joseph J. Stapleton
Contracting Officer -	Major Jack E. Smith
Dental Surgeon -	Colonel Thayne F. McManis
Engineer -	Colonel John W. Thompson
Exchange Officer -	Major Roger W. McCoy
Finance & Accounting Officer -	Lt. Colonel Burrel V. Waite
Graduate Manager of Athletics -	Lt. Colonel Francis J. Roberts
Inspector General -	Lt. Colonel Robert T. Dixon
Librarian -	Colonel William J. Morton, Jr.
Museum Director -	Mr. Frederick P. Todd
Ordnance Officer -	Lt. Colonel Guy A. Orsino
Personnel Division, Chief -	Lt. Colonel Truman H. Kern
Post Chaplain -	Lt. Colonel Gregory J. Lock
Provost Marshal -	Lt. Colonel Harold K. Reynolds
Public Information Officer -	Lt. Colonel Joel B. Stephens
Quartermaster -	Lt. Colonel Earl K. Buchanan
Registrar -	Major Robert S. Day
Signal Officer -	Lt. Colonel Joseph W. Benson
Special Services Officer -	Major Lorne T. Hargis
Staff Judge Advocate -	Lt. Colonel Arthur P. Ireland
Surgeon -	Colonel James B. Stapleton
Transportation Officer -	Lt. Colonel Samuel C. McAdams
Treasurer -	Colonel Thomas H. Harvey
Veterinarian -	Lt. Colonel Frank J. Davies

ACADEMIC DEPARTMENTS

DEAN

BRIGADIER GENERAL THOMAS D. STAMPS

Electrical Engineering -	Colonel Boyd W. Bartlett, Professor
	Colonel James W. Green, Professor
English -	Colonel George R. Stephens, Professor
	Colonel Russell K. Alspach, Professor
Foreign Languages -	Colonel Charles J. Barrett, Professor
	Colonel William W. Renfroe, Jr., Professor
Law -	Colonel Charles W. West, Professor
Mathematics -	Colonel William W. Bessell, Jr., Professor
	Colonel Charles P. Nicholas, Professor
Mechanics -	Colonel Elvin R. Heiberg, Professor
	Colonel Harvey R. Fraser, Professor
Military Art & Engineering -	Colonel Vincent J. Esposito, Professor
	Colonel Charles H. Schilling, Professor
Military Hygiene -	Colonel James B. Stapleton, Professor
Military Topography & Graphics -	Colonel Lawrence E. Schick, Professor
	Colonel Charles R. Broshous, Professor
Ordnance -	Colonel John D. Billingsley, Professor
Physics and Chemistry -	Colonel Gerald A. Counts, Professor
	Colonel Edward C. Gillette, Jr., Professor
Social Sciences -	Colonel George A. Lincoln, Professor
	Lt. Colonel Amos A. Jordan, Jr., Professor

HEADQUARTERS

UNITED STATES CORPS OF CADETS

COMMANDANT OF CADETS

BRIGADIER GENERAL JOHN L. THROCKMORTON

Assistant Commandant -	Colonel Julian J. Ewell
Office of Physical Education -	Lt. Colonel Frank J. Kobes, Jr., Director
Office of Military Psychology and Leadership -	Colonel Charles G. Fredericks, Director

HEADQUARTERS UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK

25 November 1957

SUBJECT: Annual Report

TO: The Chief of Staff
Department of the Army
Washington 25, D. C.

Herewith is a report on the operations and administration of the United States Military Academy from 1 July 1956 to 30 June 1957.

I. INTRODUCTION

1. SCOPE. This report is arranged in chronological order from the viewpoint of the product which it is our mission to produce. It deals first with the material (the candidate) with which we have to work, then with our development of that material (the cadet) and finally with the product that results (the graduate).

2. CONTENT. This report records what transpired during the 1956-7 cadet year, particularly with regard to changes in the policy, procedures, and emphasis; compares the various activities with the record of similar activities in the recent past; and indicates the direction of future plans. In accordance with your expressed desire it reflects what happened during the year with respect to admissions, separations, and graduation.

II. THE CANDIDATE

1. GENERAL. The quality of any product, human or material, is predetermined to a considerable extent by the quality of the basic material with which the artisan has to work. This general principle holds with respect to the candidates provided the Military Academy from whom we are to produce graduates who have the attributes and qualities essential to the Regular Army Officer. It is therefore appropriate that the report start with this vital facet of West Point.

2. ADMISSIONS. The Class of 1960 entered the Academy on July 3, 1956, seven hundred sixty-five strong. These new cadets were selected for admission in the following categories:

- | | |
|--|-----|
| a. Non-competitive (Congressional) | 539 |
| b. Competitive: | |
| (1) Army-Air Force - Regular Appoint-
ments | 39 |

(2) Army-Air Force-Reserve Appoint- ments	46
(3) Presidential	32
(4) Honor Schools	8
(5) Son of Deceased Veterans	16
c. Foreign Cadets:	
Filipino	1
Foreign	2
d. Section IV	<u>82</u>
Total	<u>765</u>

During New Cadet Barracks resignations were approved only in those cases where the individual unquestionably demonstrated his unsuitability for a commission in the regular service. Thereafter, aggressive positive leadership measures were applied in order to dissuade cadets of above average potential from resigning. By year end less than 8% of the class had resigned, the lowest figure in some years.

3. FAIR SHARE OF POTENTIAL LEADERS. The competition for potential leaders from among the students of the secondary schools of our country is becoming continually more keen. Not only are the colleges increasing their efforts in this regard but business and industry have entered the competition in a vigorous way. The Military Academy has never had an organization to perform this important function. It is my feeling that unless the Military Academy adopts an aggressive program to interest this type of youth in the Military Academy, and in pursuing a military career, the Army will not get its fair share of the potential leaders from among the youth of the country.

4. MEASURES INITIATED TOWARD CANDIDATE IMPROVEMENT.

a. New Standards for the Selection of Competitive Candidates. On 31 May 1957 authority was requested and subsequently granted to employ a new procedure for the selection of competitive candidates for the Military Academy. The object of the procedure is to improve the overall caliber of the entering classes, thereby reducing the losses which occur during the four years that cadets undergo education and training at West Point. Previous procedures provided for admission based only on the scores attained on the College Entrance Examination Board tests which were used to establish the order of merit for entrance, and the ability to pass minimal medical and physical tests. The new procedure considers "the whole man" and involves consideration of the candidate's entire secondary school academic report; his character and personality as attested confidentially by his secondary school principal and four other selected members of the faculty; his leadership potential as expressed in extracurricular activities; his comparative physical ability; and the usual mental and medical tests. The new system will start with the examination next March for the class which enters in July of 1958.

b. Additional Revision of Selection Methods Required. In my opinion the most effective help the Department of the Army can render the Military Academy is in the matter of revision of laws affecting selection of candidates for admission. An immediate objective should be revision of the law governing the selection of Section IV candidates. A longer term objective should be the revision of the general law governing selection of Congressional candidates.

The most critical piece of legislation concerning the Corps of Cadets, in process now, is that proposed to change the procedure for selection of Section IV candidates by basing the number the Academy is authorized to select on the AVERAGE ANNUAL STRENGTH rather than on the anticipated strength on the date of entrance. In my opinion this merits the Department's most enthusiastic support. It will permit us to approach more closely by a significant degree, the annual number of graduates expected from the Military Academy, and will insure a better product.

c. The Public Information Program. A measure of the interest in the Military Academy generated by the various programs initiated during the year is indicated by the following:

<u>ITEM</u>	<u>YEAR</u>			
	<u>'54</u>	<u>'55</u>	<u>'56</u>	<u>'57</u>
Volume of Correspondence	1600	2190	1971	5903
No. taking Exam	2003	2001	2067	2289
(% of Failures)	(51.8)	(54.0)	(54.0)	(56.1)

During the year I restated the mission and objectives of the Public Relations Program and prescribed an organization for it. The restated mission is "to make the people of our country fully aware of the true nature of West Point and of its particular value to our country, in order to insure adequate public support of West Point and that a proper share of the potential leaders from among the youth of our country matriculate at the Military Academy".

Inherent in this mission, it is our policy to make clear:

- (1) The nature and quality of the academic curriculum.
- (2) The nature of the military training program.
- (3) The methods employed and achievements attained in the development of leadership and character.
- (4) The high standards of physical development and physical education maintained.
- (5) Motivation toward a military career through exposition of the purpose, history, and tradition of the Military Academy.
- (6) The manner of selection and requirements for entrance.

I am particularly anxious through our program to impress the principals of the secondary schools of our country (and, in the process the parents of

the boys of the high quality we seek) with the breadth and unusually high quality of the education we have to offer.

d. Increase in Physical Aptitude Standards. A comprehensive study indicated that entering cadets with low physical ability have a very low graduation expectancy. In an effort to improve the quality of our in-put by measures locally available, the passing score on the Physical Aptitude Entrance Examination was raised. The Academy started with a 2% cut-off in 1947. Although 15% seems to be the most desirable cut-off statistically, standards have been raised only to a 10% cut-off for the Class of 1961. No further increases are contemplated until we see how this policy works out.

e. Alumni Assistance. I have attempted to keep our Alumni informed with regard to those things at the Military Academy in which I feel that they would be particularly interested. My purpose is not only to keep them in intimate touch with the Academy, but also to insure that they understand our most important problems in order that they may help toward their solution when appropriate. I recommended a new editorial policy for Assembly which was approved by the Association. In essence the policy established the objective of Assembly as the support of the mission of the Association and of the Public Information Program of the Military Academy.

f. The Registrar's Bill. On 2 May 1957 this bill was introduced in the House of Representatives. The bill was passed in the House, sent to the Senate, and referred to the Senate Armed Services Committee. The purpose of the legislation is to amend existing statutes, to establish the military position of the Registrar, USMA, with the perquisites and restrictions applicable to the permanent professors at the Military Academy. It is my intention to name this individual "Registrar and Director of Admissions", and to assign him appropriate duties as provided in the legislation, including making him responsible for our recruiting program.

III. THE CADET - HIS INSTRUCTION AND TRAINING

1. SEPARATIONS. The inclosure summarizes the separations from the Academy for the eight year period preceding the last academic year and presents the corresponding figures for the Class of 1957. Separations are catalogued under the six principal causes and a general category. The figures represent the percentage of the entering strength of the class separated for the various causes. The table presents a general comparison. Comments on the trend under each category are made in the subsequent portions of this report.

2. RESIGNATIONS. The resignation rate (Inclosure) seems to be leveling off for the current period at a state where one out of seven successful entrants can be expected to resign before completing the course. This rate is too high. Almost three quarters of the resignations take place during the first year, the bulk of these (89%) before the end of the first semester as shown by the following

figures which indicate the percent of total resignations for the past eight years occurring during the period indicated:

By End of

<u>First Year</u>	<u>Second Year</u>	<u>Third Year</u>	<u>Fourth Year</u>
72.2(63.9)*	9.3	13.2 (8.5)	5.3 (.9)

*During first semester. () 7 Year average excluding those years in which the 1951 incident occurred.

The first six months, particularly the initial three months period, is a difficult one for the new cadet and by the very nature of the training is more likely to cull out the weak and disinterested individual than it is to be a vehicle for motivation. The action recommended in Section II, par. 4b, would provide a cushion to permit the Academy to more nearly equal the DA annual quota of graduates.

Upper class voluntary resignations on the other hand usually result from outside influences of a different nature working on the individual. These influences are for the most part parental pressures or the desire to marry.

3. ITEMS PERTAINING TO ACADEMIC INSTRUCTION.

a. Separations. The general trend (Inclosure) of the number of academic failures in recent years has been upward. In large measure this has been due to an increased number now being found deficient in all subjects of the Second Class Year, and to an increased number of deficiencies in foreign languages during the Fourth Class Year.

The following shows a comparison by class between the percentage of academic failures for the academic year 1956-57 with the eight year average 1949-56:

	1st Class	2nd Class	3rd Class	4th Class
8 yr Average	.08	.8	1.7	8.1
1956-1957	.4	2.8	1.3	12.6

The increases mentioned above will be under scrutiny for possible desirable changes. Remedial action will be taken where found necessary.

b. No particularly significant modifications of the curriculum or methods of instruction took place during the year. The Department of Foreign Languages extended its advanced course in language for selected Fourth Classmen to German. The Department of English has completed plans, approved by the Academic Board, for a remedial reading course. This course will be given on an experimental basis to Fourth Classmen next year during the second semester.

c. During the 1957-8 academic year I propose to start a comprehensive review of our curriculum and methods of instruction. The tempo of change in so many things related to our profession is more rapid in this generation than in any other in the history of the Military Academy. The prospects are that it will accelerate. I feel it incumbent upon me, if I am to carry out my mission properly and insure that West Point is keeping pace with the times, to make a thorough, objective examination of our curriculum. I plan to make the best possible estimate of the probable future requirements of our graduates, search out the lessons of the past, evaluate them in terms of the present, and then project them into the future. All available evidence will be considered in an effort to seek firm assurance of the wisdom of our present course of action or a preponderance of evidence that will make clear the proper trends for our curriculum to follow. If the study can be done the way I plan, it will represent the most complete survey of our curriculum that has been made in well over half a century. It will be a monumental task but one whose fruit I believe will be well worth the effort.

d. Permanent Academic Personnel. To maintain a progressive academic body, I feel it is incumbent on each professor, in addition to carrying on the normal operating functions of his department and keeping abreast of the trends in his chosen field, to:

- (1) Foster the prestige of the USMA in the academic world, and
- (2) Know and understand at first hand the current requirements and trends in the requirements of a lifetime career in the service.
- (3) Take full advantage of para 3.07 Regs, USMA, and as a minimum to:

(a) Once every seven years, take a sabbatical leave that may extend over a full year to observe educational methods pursued elsewhere and for general professional improvement through observation, study, and investigation.

(b) Once every seven years interspersed between sabbatical leaves, to take an assignment that may extend over three months, for the purpose of bringing himself abreast of current and probable future requirements of a lifetime career in the service.

(4) Earn a doctor's degree within a reasonable time after appointment, if a newly appointed professor. A procedure to provide for this has been established for all the younger professors.

e. Increased Pay for Senior Professors. Legislation was proposed last year, to authorize the maximum pay and allowances of a brigadier general for permanent professors of the U. S. Military Academy who have completed at least thirty-five years of service. It also proposed to grant professors the retired pay of a brigadier general.

Unfortunately when circulated for coordination, the Air Force did not concur with the bill as proposed. The primary objection centered around the provision to authorize the pay of a brigadier general to an officer who has never

served in that grade. The proposal has been returned to the Military Academy by the Deputy Chief of Staff for Military Operations for restudy to meet the objections, and for resubmission. This will be done as early as possible.

4. ITEMS PERTAINING TO MILITARY INSTRUCTION.

a. Separations for Deficiency in Conduct. It will be noted (Inclosure) that the conduct discharges of the Class of 1957 were well below the average losses of preceding classes. I have found that the Department of Tactics in the recent past has been very lenient in handling conduct discharges. The policy on handling deficiency in conduct has changed during the past two years to provide for a more critical examination of the cadet's all-around record prior to a reconsideration of conduct awards. This has resulted in the present upward trend toward more normal figures. However, the Class of 1957 behaved in an undisciplined fashion at Graduation Parade when it broke ranks as it moved forward to the reviewing line. I believe members of the Class felt that they were following an established practice since some classes have rushed to the reviewing line at Graduation Parade in recent years. Of course this raised grave doubts in our minds as to how well the Class of '57 had learned the lesson of discipline. Thorough soul-searching on the part of myself, the Commandant and other senior officers here led us to conclude that this was an isolated incident, not typical of the otherwise fine record of exceptional leadership which the Class of 1957 provided for the Corps during the year.

This incident may however have some correlation to the unduly boisterous mess hall and after taps rallies during the football season. I plan to tone the former down radically and either eliminate or restrict the latter to two or three selected occasions.

b. Separations for Deficiency in Aptitude. The fact that the Class of 1957 had no aptitude discharges highlights the fact that our aptitude standards have been lowered for a period of several years. However, with the reinstatement of cadet ratings and a re-evaluation of our elimination standards, the aptitude discharge rate is rising to a "normal" figure. It will probably be several years before the new system settles down enough for the discharge rate to be evaluated properly.

A recapitulation of our aptitude actions during the academic year 1956-57 follows:

Class of 1958: Two cadets were conditioned in January 1957. One has been discharged for deficiency in academics. The other was declared proficient in aptitude this spring.

Class of 1959: One cadet was discharged in aptitude and twelve cadets were conditioned in January 1957. Of the twelve conditioned cadets, five have been discharged because of academic failure, one has left on an honor discharge,

and as a consequence of the Spring Aptitude Ratings and Board review, five were declared proficient and one was discharged. One other member of the class was conditioned in May.

Class of 1960: Of the fifteen cadets who appeared before the Aptitude Board in May 1957, two were discharged, twelve were conditioned, and one was declared proficient. Of those conditioned in Aptitude, six were discharged in June for academic deficiency.

We will therefore start the 1957-58 academic year with one member of the Class of 1959 and six cadets from the Class of 1960 in a conditioned status.

c. Tactics Training. I was struck last summer by the length of the Second Class Trip, the type of instruction which permitted little cadet participation and the resultant lack of opportunity afforded cadets to implement the leadership principles taught them during the long period from yearling summer camp to the beginning of First Class Summer.

In view of this situation I plan to recommend a radical reduction in the Second Class trip next year and a revision of the Second Class Summer Training Program which will include a four week training period as assistant platoon leaders with Army units. This will also give the cadets an opportunity to see the Army under fairly realistic conditions.

5. CHARACTER TRAINING.

a. General. While this, the most important phase of our training, is discussed at this stage of this report in the interest of an orderly development, the Honor and Aptitude Systems were the subjects of my first and major reviews immediately after I assumed command.

b. Separations for Honor. The Class of 1957 was slightly above the average of previous classes in honor losses. It will be noted that the trend (Inclosure) in honor discharges is upwards. As could be expected the bulk of the violations occur in Fourth Class year.

In view of the preponderance of Fourth Class cases, additional emphasis will be placed on the indoctrination of the Class of 1961.

During the course of the year the Honor System was closely supervised by the Commandant and myself. Also I appointed a board of three senior officers to conduct an independent review of the overall operation of the Honor Code and System. This board could detect no important deficiencies.

c. Personal Code. The training of cadets to accept a personal code of ethical and moral standards suitable for their future officer status has undergone no significant changes. I have, however, decided to initiate a different

approach to First Class Authorization next fall. The new system will give the first Classmen with a good record considerable freedom. It is hoped this will develop a greater sense of responsibility and assist in the adjustment to officer status.

6. PHYSICAL TRAINING.

a. Separations. The loss rate (Inclosure) of the Class of 1957 is slightly above the eight year average. With the institution of the Physical Aptitude Entrance Examination in 1947, it became possible to require a reasonable performance from cadets in physical education. Our attrition rate has risen since that time. However, when Ranger and Airborne training were made compulsory for junior officers in 1954 it became evident that our standards were still too low. As a result we further raised the entrance standards. It is reasonable to expect our loss rate to stabilize at about the present figure for the Classes of 1959 and 1960.

It should be recognized that our insistence on reasonable physical education standards is based as much on the desire to turn out graduates with proper physical and psychological attributes as on physical grounds alone. In fact, raising the entrance cut-off to 10% was designed primarily to improve our output versus intake ratio. Entering cadets with very low physical ability have been found to have a low graduation expectancy.

b. Permanent Professor of Physical Education. It is my feeling that the importance of this facet of the cadet's development requires experience and continuity every bit as much as our academic training. Therefore, legislation has been proposed to provide for an additional permanent professor at the United States Military Academy, who, under the supervision of the Commandant of Cadets, will have immediate charge of the physical education program. The proposal reached the Bureau of the Budget as part of the Department of Defense legislative program. I hope the legislation can be effected during the next session of Congress.

7. EXTRACURRICULAR ACTIVITIES.

a. Athletic Activities. In order to promote the unity of both the Corps of Cadets and of the other personnel of the Post I considered it desirable to state my concept of the mission of our intercollegiate athletic program and to establish a comprehensive policy to insure the accomplishment of that mission in accordance with the overall mission of the U. S. Military Academy and in consonance with our traditional policy of equality of opportunity.

My concept of the mission of the intercollegiate athletic program (and the physical education program) of the Military Academy is "to develop in every member of the Corps of Cadets the physical qualities and attributes essential to his continuing development throughout a lifetime career as an officer of the Regular Army".

I consider the following objective to be inherent in this mission:

- (1) Promoting the development of leadership qualities through physical competition.
- (2) Developing esprit in the Corps of Cadets.
- (3) Providing recreation and relaxation for the Corps of Cadets.

In accordance with the principle of equality of opportunity, the conduct of intercollegiate athletics to accomplish the foregoing will provide an opportunity for all cadets representing the Military Academy in intercollegiate athletic contests to prepare properly, and represent the Military Academy with distinction, while continuing their proper development toward becoming career officers in the Regular Army.

I expect this announcement of policy, and strict adherence thereto, will promote the unity of spirit of the Corps and the Post, and raise the performance of all athletic teams representing the Military Academy to a common high level.

b. Forensic Activities. Forensic activities, under the sponsorship of the Debate Council and Forum, expanded during the past year to include 643 debates (328 intercollegiate debates with 150 different colleges and universities), 22 seminars on subjects ranging from "The Atomic Battlefield" to "Moral and Political Philosophy of the Nineteenth Century", 11 intercollegiate discussions, 3 general lectures, the Student Conference, the National Debate Tournament, and a Far West trip consisting of 12 cadets who spoke at 19 colleges and 21 high schools on the West Coast. There will be some expansion of the overall program this year to include our sponsorship of the 1958 Eastern Forensic Association's Tournament next May. I am particularly interested in expanding attendance at the Student Conference and the National Debate Tournament to make them both truly national in character. On 6 June 1957 I forwarded a letter through the Deputy Chief of Staff for Military Operations to The Adjutant General requesting a ruling on our use of government funds to help pay transportation costs for schools in the West. This problem has not yet been resolved.

c. Military Activities. For the past two years the cadet pistol team has been sent to the National Matches at Camp Perry. This is the first time in fifty years that the Corps of Cadets has been represented at these matches. The team has given an excellent account of itself and has reflected considerable credit on the Military Academy. The simultaneous scheduling of the rifle matches and the beginning of the academic year have precluded a similar program for the rifle team.

d. Other Cadet Extracurricular Activities. We have continued to increase the number, and I believe the value of other cadet extracurricular activities. There are at present a total of 60 worthwhile activities to which cadets can profitably devote their spare time. Three new clubs: Fencing, Astronomy, and

Hi Fi were started last year. We have made progress in revitalizing and strengthening many of the clubs. While we are making good progress in the extracurricular activity field, there is no doubt that the entire program has suffered from a serious lack of facilities.

8. SELF-EVALUATION PROGRAM. The Military Academy has always kept its programs under continuous review. However, I felt on taking command here that the time had come for a more searching and fundamental review of what our goals should be and how best to attain them.

As a result a comprehensive program of questionnaires was drawn up. In May, questionnaires were sent to all living graduates of the Classes of 1900-1954 inclusive, about 14,000 graduates. Replies have been received from 7,800 graduates. The purpose of the questionnaire was to seek information upon which a study could be made having the objective of determining the characteristics which should be sought in improving candidates and the instructional and training program of the Military Academy. Included were objective questions seeking background data on the graduates and questions seeking their opinion of the instructional and training program at the Military Academy. A comment booklet into which graduates were invited to give subjective comments was included. The return of over sixty percent is a relatively high response for a questionnaire of this type.

At about the same time that the Graduate Questionnaire was being sent out another questionnaire was being administered to the cadets of the First Class (Class of 1957). Its specific objective was to obtain opinions on areas in which (1) the academic or military training is weak, (2) additional training is needed, such as social conduct or character guidance, (3) changes need to be made to improve the morale of the Corps of Cadets. As with the Graduate Questionnaire, the format of the First Class Questionnaire facilitated machine tabulation, although subjective type comments were also encouraged.

Study and analysis of this data is a project for the coming year.

Plans are now being made to develop and distribute another questionnaire, similar in format and structure to the graduate questionnaire, to officers of the Army who obtained their commission through sources other than West Point. It is planned to distribute this questionnaire on a random basis to officers throughout the grade structure and all the following outstandingly successful officers; all officers on active and retired status who attained Lieutenant General rank and above, and all active and a small group of recently retired Major Generals. It is anticipated that the replies to such a questionnaire may provide a pattern of that pre-service and service background, education, and experience which are conducive to a successful military career.

IV. PERSONNEL FOR CADET INSTRUCTION, TRAINING AND SUPPORT

1. **KEY PERSONNEL CHANGES.** In addition to my assignment here the following changes took place during the course of the Academic Year:

Chief of Staff

Colonel Charles M. Mount, Jr., vice
Acting Chief of Staff Colonel James M. Illig

Deputy Chief of Staff for Logistics

Colonel Joseph S. Hardin vice Acting Deputy Chief of Staff, Logistics
Lt. Colonel Peter S. Tanous vice Colonel James M. Illig

Comptroller

Lt. Colonel Arthur J. Sutton vice Colonel Curtis A. Schrader

Dean

Brigadier General Thomas D. Stamps vice
Brigadier General Harris Jones

Military Art and Engineering

Colonel Vincent J. Esposito vice Colonel Thomas D. Stamps
Colonel Charles H. Schilling vice Colonel Vincent J. Esposito

Office of Military Psychology and Leadership

Colonel Charles G. Fredericks vice Colonel Robert H. Safford

Commanding Officer, 1st Regiment

Colonel Seth F. Hudgins vice Colonel Michael S. Davison

Commanding Officer, First Regimental Combat Team

Colonel Charles H. Armstrong vice Colonel Roy J. Herte

2. **RESIGNATIONS.** During the past year sixteen officers submitted their resignations.

<u>Department</u>	<u>Army</u>	<u>Air Force</u>
Electrical Engineering		1
English	2	
Law	2	
Mathematics	4	1
Mechanics		1
Military Topography & Graphics	1	
Ordnance	1	
Physics & Chemistry	1	1
1st Regimental Combat Team	<u>1</u>	
	12	<u>4</u>
		Total = 16

The three most common reasons for resigning were:

- a. Financial.
- b. Housing and hardship due to sickness and large families.
- c. Lack of Army promotion possibilities as opposed to civilian opportunities.

3. **MEDICAL AND DENTAL SERVICE.** Personnel and facilities were adequate during the year to provide complete medical care for the Post population. All major dental specialities are filled with well trained military career dentists who provide the Corps of Cadets, officers, and enlisted men with the highest type of professional care available. In order to make adequate dental care available to dependents, a request was submitted to the Surgeon General in November 1956 to have West Point designated a "Remote Area" for dependent dental care. The decision has been delayed, awaiting a report of the reaction of the local dental societies to this request.

V. FUNDS FOR CADET INSTRUCTION, TRAINING AND SUPPORT

The initial appropriation for Fiscal Year 1957 was \$11,291,400 - considerably less than requested. However, during the course of the year, the allotment was increased to \$13,326,500. The increase was adequate to meet the requirements of the original Budget Execution Plan as well as the additional expense of (1) replacing military personnel by civilian employees in the Cadet Mess (2) a pay increase for Wage Board employees, (3) procurement of furnishings for the new academic building, Thayer Hall, (4) and several deferred maintenance and modification projects.

In June of 1957, a tentative funding program of \$13,589,000 was authorized for the Fiscal Year 1958, \$496,000 less than required for minimum operational requirements. Action was initiated to secure the balance necessary to the proper execution of our Budget Plan.

On 1 April 1957, the Army Command Management System was implemented on a trial basis to prepare for formal operations beginning 1 July 1957. The objectives were to formalize financial management and insure that resources were used to the best possible advantage.

The major problem encountered was the workload generated by increased reporting requirements. During the Fiscal Year 1958 it is proposed to minimize the reporting workload by simplification of procedures and maximum application of machine procedures.

VI. FACILITIES AFFECTING CADET INSTRUCTION, TRAINING AND SUPPORT.

1. CURRENT CONSTRUCTION.

a. The conversion of Thayer Hall has fallen behind due principally to strikes. However, we still expect to gain occupancy in sufficient time to begin instruction in the new building by September 1958.

b. A request for funds is pending in the present session of Congress for converting the West Academic Building to barracks space starting in the fall of 1958. Completion of this conversion will place us closer to our goal of housing two cadets per room, but we will still have a shortage of 263 rooms.

2. QUARTERS.

a. A major factor affecting the morale of a considerable portion of this command and one of the reasons for most of the resignations the past year is the lack of quarters. At the present time 45 officers, all junior captains or lieutenants, have to find living accommodations off the Post. Satisfactory living quarters are not available in the surrounding communities. Approximately 300 noncommissioned officers (175 of them entitled to quarters) live off the Post. I plan to do everything possible this coming year to obtain Capehart Housing to relieve this situation.

b. A second matter of concern is the question of inadequate heating in the older noncommissioned officer quarters on the Post. The lack of proper heating in 9 of these quarters is a serious health hazard. I plan to give this first priority in our Maintenance & Repair Program.

3. POST SCHOOL. The Post School is again overcrowded and fails to meet the educational needs of the children of our officers and noncommissioned officers. To correct this deficiency, the provisions of Section 310, Title III, Public Law 816 must be placed on a more realistic basis. At the present time this law restricts construction to a two year projection of need. As a result, construction never catches up with requirements and never will until this time element is lengthened. For instance, the last addition to the Post School based on

an estimate made in 1952 to take care of the requirements existing as of 30 June 1954 was completed in 1955. In 1956 we had already exceeded the capacity of this new addition. We are now processing plans based on an estimate last year of the needs for 1958. The earliest this construction can be completed will be 1959 when we will again have outgrown the new facility. It is uneconomical and inefficient to continue this procedure and the lack of proper facilities needlessly handicaps the education of the service children.

4. **CADET RECREATIONAL FACILITIES.** The Board of Visitors in their report for 1957 recognized the apparent and immediate need for cadet recreational facilities. The Board recommended that every effort be made to solve this problem, even on a piecemeal basis if necessary. I intend to press for a cadet activities building on an incremental basis to reduce the initial outlay for initiation of the project. Also, I plan to submit a project, to be financed by central welfare funds, to provide another "Weapons Room" for the First Class in the "Old Ordnance Compound".

5. **AN ADEQUATE OFFICERS' CLUB.** Priority for construction at the Military Academy customarily has been properly assigned to construction for the direct benefit of the Corps of Cadets. Facilities for the recreation of the officer personnel have not been provided, the officers being expected to make use of cadet facilities. Consequently, West Point is one of the few major installations in the country without an adequate officers' club. There is no satisfactory social meeting place for the officers of this command, and this lack creates a serious handicap in promoting the morale and mutual friendship among the officers of the Post. This inadequacy should be corrected at the earliest possible moment.

6. **ADDITIONAL NECESSARY CONSTRUCTION.** I consider that there are several other physical facilities much needed at West Point in the interest of morale and official and semi-official operations. It is improbable that Government funds will be appropriated in the foreseeable future for any of these. They lend themselves to construction by other than Government funds. These items are the following:

- a. An Alumni Center to house visiting graduates and graduate activities.
- b. A building to house visiting representatives of other colleges.
- c. A hockey rink.

I plan to request funds so that architectural sketches can be made of the above items. I plan to present the projects on a single chart with estimated cost figures. It is then proposed to let our deficiencies be known in the hope that well-to-do private citizens might be interested in donating a facility to the Academy. The small investment in architect fees by the government (estimated at \$25,000) for this purpose could well result in great gain to the federal government.

7. **EXPANSION OF MICHIE STADIUM.** It is highly desirable for several reasons to expand Michie Stadium. The Corps of Cadets should have an opportunity to see their team play as many football contests as possible. The travel of the football team and the Corps should be kept within reasonable bounds. In the interest of a national schedule, we should be in a position to offer distant teams a home and home agreement without having to take our home games to a commercial ball park. If Michie Stadium had a capacity of about 55,000, this could be done without financial loss to the Army Athletic Association.

Essential to such a project however, are first, adequate access roads to and within the reservation and second, sufficient well-located parking areas. The Athletic Association can support the expansion of the stadium, but should not be called upon to do so until the primary (road and parking) facilities are provided.

It is proposed to continue our efforts, through the Department of the Army, the Public Roads Administration, and the State of New York to obtain adequate access roads to the Post. Prospects for such improvements look promising. Next, we are faced with improving roads and parking areas on the Post to accommodate large numbers of visitors that overrun the post, particularly on Saturdays and Sundays. On the last Saturday in May there were about 75,000 people here. Approximately 220 buses jammed the Cavalry Plain and the other parking areas. Cadet guests and residents of the post had difficulty moving from place to place. Therefore, I am most anxious to relieve the traffic congestion in the center of the post, particularly the cadet living area. To do this, it is necessary to build a by-pass road over the hill behind Michie Stadium and Delafield Pond and locate parking areas adjacent to this road.

Finally, it is proposed to expand Michie Stadium in two phases as a related action to the project involving roads and parking areas. The first phase expansion will be approximately 14,000 additional seats, resulting in a stadium capacity of roughly 41,000 seats. The second phase will be designed to increase the total capacity to approximately 55,000.

VII. THE PRODUCT - THE GRADUATE

1. **COMPARATIVE MENTAL PERFORMANCE.** The area tests of the Graduate Record examinations were administered to the Class of 1957 just before graduation. The stated purpose of these tests is "to assess the broad outcomes of education in the liberal arts". Our graduating class again did well. The following tabulation concerns the performance of the Class of 1957 in relation to that of control groups of seniors at (13) accredited colleges and the Classes of 1955 and 1956, USMA:

<u>Test and Group Tested</u>	<u>Mean Score of Group</u>
<u>Social Science Test</u>	
5133 Senior Men	463
4818 Social Science Majors	447

Social Science Test - ContinuedMean Score of Group

468 Class of 1955, USMA	570
475 Class of 1956, USMA	555
525 Class of 1957, USMA	559

Humanities Test

5133 Senior Men	443
2235 Humanities Majors	506
468 Class of 1955, USMA	486
475 Class of 1956, USMA	490
525 Class of 1957, USMA	487

Natural Science Test

5133 Senior Men	471
1864 Natural Science Majors	537
468 Class of 1955, USMA	582
475 Class of 1956, USMA	600
525 Class of 1957, USMA	588

2. **GRADUATION DATA.** The Class of 1957 entered 730 strong; it graduated 564 members. The class lost 30% of its entering strength during the four years.

3. **ASSIGNMENT TO SERVICE.** Of the class, 406 were commissioned in the Regular Army and 135 in the Air Force. Of the latter group all but three were qualified for flying. (One graduate was not commissioned because of physical disability and four were foreign cadets). The total figure, and of course the Army figure, are far below the goal of 600 established by the Department of the Army. Here again the action recommended in paragraph II, 4b, should enable us to approach more nearly the Department of the Army goal.

4. **BRANCH ASSIGNMENTS TO THE REGULAR ARMY.** Branch assignments to the Regular Army were as follows: Infantry 146, Artillery 131, Corps of Engineers 51, Armor 40, and Signal Corps 38. There is an incompatibility between fixed branch quotas for USMA graduating classes and the branch desires of the cadets. Some cadets had to settle for a fourth, fifth, or sixth choice, and the last man in the Class of 1957 was ranked into the Signal Corps, a comparatively technical branch. It is understood the Department of the Army proposes to establish a flexible quota system next year so that in the future young officers will start their careers in a branch which for most would be the first or second choice, or at least one of their first three choices. A system of branch selection is being devised to achieve this objective. If these quotas are sufficiently liberal this should contribute to eliminating dissatisfaction and reduce later resignations.

VIII. CONCLUSION

The foregoing reports on those things which have been a matter of particular personal concern to me during the 1956-57 academic year. A summary of activities of the various agencies of the Military Academy and the Post of West Point follows.



Incl.

GARRISON H. DAVIDSON
Lieutenant General, USA
Superintendent

(1) PERCENTAGE OF CLASS STRENGTH SEPARATED FOR THE CLASSES 1949 - 1960

<u>CLASS</u>	<u>RESIGNATIONS</u>	<u>ACADEMICS</u>	<u>CONDUCT</u>	<u>APTITUDE</u>	<u>(2) HONOR</u>	<u>PHYSICAL EDUCATION</u>	<u>(4) OTHER</u>	<u>(5) TOTAL PERCENT</u>
1949	22.65	7.9	0.54	0	0.44	0.34	6.0	37.9
1950	15.3	11.8	0.7	0.4	1.6	0.3	2.6	32.6
1951	13.2	9.3	1.1	0.3	1.3	0.7	3.7	29.6
1952	13.5	8.3	0.7	0.6	1.0	1.2	2.9	28.2
1953	16.2	10.5	1.0	0.3	1.4	0.8	2.3	32.3
1954	7.2	11.0	1.0	(3) 1.3	0.9	0.3	3.4	25.0
1955	15.1	13.3	1.4	0.6	1.2	0.5	1.7	33.7
1956	15.2	13.9	0.1	0.4	0.9	1.3	2.2	33.9
8 Year Average	14.8	10.8	0.8	0.5	1.1	0.7	3.1	31.7
1957	12.6	13.3	0.1	0	1.5	0.8	1.8	30.0
1958 (3 yrs)	9.0	14.0	0.3	0.4	1.7	0.7	2.5	28.3
1959 (2 yrs)	8.1	15.1	0.9	0.6	1.8	2.0	1.9	30.0
1960 (1 yr)	6.7	9.4	0.1	0.3	1.2	1.7	0.5	19.2

Footnotes:

- (1) All percentages are figured on the basis of original entrants of a class.
- (2) Includes all cadets found guilty of an honor violation regardless of their type of separation. Does NOT include those cadets involved in the 1951 incident.
- (3) Includes two graduated cadets (Bentley and Caffney).
- (4) Includes cadets separated for Physical Disability, Death, Administrative Discharge, Habits and Traits, Turned Back because of Sickness, Dropped, Suspended, and Released.
- (5) The total percent of a class separated is not necessarily the sum of the percentages separated for any one reason because a man separated, for example, for deficiency both in academics and physical education is counted in each category but is not counted twice when figuring the total percentage lost to a class.

(Inclosure)

Section I. DEAN OF THE ACADEMIC BOARD

1. OFFICE OF THE DEAN

a. During the year Brigadier General Harris Jones retired as Dean of the Academic Board and was succeeded by Brigadier General T. Dodson Stamps, formerly Head of the Department of Military Art and Engineering. The Dean performed his prescribed functions as representative of the academic departments and advisor to the Superintendent on academic matters and on questions of general policy. He continued to exercise general supervision over the activities of the USMA Library and the West Point Museum. The Dean or his assistant attended 163 committee meetings and conferences and gave 48 briefings on the organization, curriculum, and instructional methods of the Military Academy to individuals and groups, most of whom were military officials from foreign countries.

b. Completed during the year were revisions of the Regulations, USMA; The Rules of the Academic Board; and the Dean's Policy File.

c. The four Class Committees were concerned chiefly with the results of term-end examinations, which are summarized as follows:

FIRST TERM (ending 19 January 1957)

<u>Term-End Action</u>	<u>1st Class</u>	<u>2d Class</u>	<u>3d Class</u>	<u>4th Class</u>	<u>Total</u>
Completed term satisfactorily	544	573	513	657	2287
Discharged for deficiency	2	13	9	60	84
Turned back	0	2	1	1	4
Conditioned	3	1	10	3	17

SECOND TERM (ending 29 May 1957)

<u>Term-End Action</u>	<u>1st Class</u>	<u>2d Class</u>	<u>3d Class</u>	<u>4th Class</u>	<u>Total</u>
Completed term satisfactorily	546	576	519	587	2228
Discharged for deficiency	0	4	5	33	42
Turned back	0	2	0	4	6
Conditioned	0	0	2	8	10
Administratively conditioned in Physical Education	0	2	1	5	8
Awarded Certificate	0				0

d. The Area Tests of the Graduate Record Examinations were administered to the Class of 1957 just before graduation.

e. The Dean acted as monitor for the cadet educational extracurricular activities. Information on these activities is included in the reports of the departments having special interest in individual activities.

2. REGISTRAR - APPOINTMENTS AND ADMISSIONS

a. Class of 1960: Of the 913 vacancies available for the Class of 1960 on 1 July 1956, 680 (74%) were filled compared with an average of 68% for the preceding three years. An additional 82 candidates authorized admission under the Additional Appointment Section 4343, Title 10 USC, and three foreign students - one from the Republic of the Philippines, one from Honduras, and one from Venezuela - brought the total new admissions to 765. Fourteen comebacks joined the class in August and one new cadet was separated during the summer, resulting in a Fourth Class of 778 at the beginning of the Academic Year in September 1956.

b. A statistical summary of admissions data for the past four years appears below:

	Examina- tions March and June 1953 <u>(Cl of '57)</u>	Examina- tions March and June 1954 <u>(Cl of '58)</u>	Examina- tions March and June 1955 <u>(Cl of '59)</u>	Examina- tions March and June 1956 <u>(Cl of '60)</u>
a. Vacancies available	933	1048	944	913
b. Candidates examined	1894	2003	2001	2067
Number fully qualified	1013 (53% of b)	965 (48% of b)	921 (46% of b)	951 (46% of b)
Vacancies filled	666 (71% of a)	699 (67% of a)	630 (67% of a)	680 (74% of a)
Additional appointments	60	50	50	82
Foreign students	4	4	3	3
Total new admissions	730	753	683	765

c. For the second year the mental qualifications of the candidates for entrance with the Class of 1961 were determined by the use of the College Entrance Examination Board tests. The tests consisted of the Scholastic Aptitude Test, and the achievement tests in Intermediate Mathematics, English Composition, and Social Studies.

d. The Office of the Registrar has been expanded in order to disseminate more effectively information about the West Point admission system. Experience has shown that many young men fail to consider West Point and the Army as a career because of misinformation concerning the requirements and procedures

necessary to gain admittance. As a result, the Candidate Information Section has been established and placed under the Registrar with the mission of providing "accurate information concerning the United States Military Academy with the aim of encouraging outstanding young men to seek admission." Members of the Candidate Information Section have been pursuing the following courses of action:

(1) Revising current informational material and preparing new material for publication.

(2) Establishing a comprehensive mailing list to include all educational institutions from Junior High Schools through Senior Colleges and Universities, Public Libraries, Overseas Dependent Schools, interested educators and guidance personnel, and other individuals and organizations, both military and civilian, who are in positions where they can inform and advise the young men of the nation about the Academy.

(3) Answering correspondence and supplying informational material to interested individuals and groups. Over 6,000 individual letters of inquiry were answered. In addition, approximately 48,000 USMA Catalogues and 45,000 copies of the booklet, Building Leaders, were distributed.

(4) Attending regional and national educational association meetings and conventions, and "College Programs" at secondary schools - - The purpose of attending these programs, meetings, and conventions is to acquaint students and educators alike with the West Point system to include the educational methods, curriculum, traditions, and admission system. The Registrar and members of the Candidate Information Section attended annual meetings of the following educational associations:

- (a) National Education Association.
- (b) Middle States Association of Colleges and Secondary Schools.
- (c) New England Association of Colleges and Secondary Schools.
- (d) North Central Association of Colleges and Secondary Schools.
- (e) Southern Association of Colleges and Secondary Schools.
- (f) Texas State Teacher's Association.
- (g) National Association of Secondary School Principals.
- (h) American Association of School Administrators.
- (i) Association of College Admission Counselors.
- (j) Association of Military Colleges and Schools.
- (k) National Catholic Education Association.
- (l) American Personnel and Guidance Association.
- (m) American Association of Collegiate Registrars and Admissions Officers.
- (n) College Entrance Examination Board Admissions Colloquium.
- (o) College Entrance Examination Board Admissions Seminar.

(5) The Chairman of the Admissions Committee and the Registrar attended the semi-annual meetings of the College Entrance Examination Board.

e. The membership of the Admissions Committee remains unchanged.

3. U. S. M. A. LIBRARY

a. The Library accessioned 3,166 volumes, 16 manuscripts and 2 maps during the fiscal year. Cancellations totaled 839 books and 1,649 maps. Total accessions were as follows: 150,301 books, 2,573 maps and 1,657 manuscripts. The annual circulation was 47,509, which does not include materials consulted in the Library. The exceptionally large number of map cancellations was due to the first complete inventory in many years.

b. Occupancy of the Bryant E. Moore Wing was completed. This made possible the extensive reclamation of reading room areas in the rest of the Library that had been gradually filled with book stacks as the collections increased. A general renovation of equipment and building was begun.

c. The rare book collection was transferred to the Moore Wing. Other rare books now scattered in the stacks are being progressively identified and added to the collection.

d. From December 5th to 8th, inclusive, the Library lent its customary support to the eighth Student Conference on United States Affairs (SCUSA) by providing rooms and facilities for meetings. It did the same for the Army Science Conference which took place between June 25th and 28th.

e. The Military Academy's participation in the Alexander Hamilton Bicentennial Celebration consisted of a special exhibit of Hamiltoniana in the Library during the months of January and February.

f. The Librarian participated in various projects such as the production of television programs and so-called "comics" designed to aid recruitment for the Academy. He also assisted in the campaign now under way to publicize Sylvanus Thayer. He contributed an article on Thayer to the alumni magazine, ASSEMBLY, and an article on West Point to the ENCYCLOPEDIA AMERICANA.

4. THE WEST POINT MUSEUM

a. The West Point Museum continued to enlarge upon its primary mission of supporting the academic, cultural and military education of the Corps of Cadets. During the year extension service was given five academic departments and the Department of Tactics. In addition to repeating exhibits and demonstrations for Military Art and Engineering and Social Sciences, a series of new displays was created for the Department of Foreign Languages.

b. The number of visitors for the year totaled 300,535. This figure includes 580 school or society groups, and 102 groups of distinguished visitors who were personally conducted through the Museum by the Director or a member of the staff.

c. The Museum staff handled 1410 reference requests initiated by letter, telephone, or personal visit. Work was started on a new form of popular, illustrated catalogue. The first of this series will be a study of the colors and flags of the Corps of Cadets. Tentative authority for the publication of this and similar Museum booklets was received from the Army Publication Board.

d. A one-year agreement was reached with the Daughters of the United States Army, a non-profit organization on the post, to conduct a sales desk in the museum. Space was provided in the Artillery Room and the desk was opened in August. It immediately proved popular and profitable, and has satisfied a long felt need for the sale of objects to visitors.

e. A total of 853 accessions were made during the year, a figure which represents a far greater number of actual objects. The Museum Library was increased by 52 books. Using nonappropriated funds generously provided by Mr. Christian A. Zabriskie, the Museum purchased 26 objects for a total of \$5,909.59. Notable among these were two extensive collections of American military insignia.

f. The West Point Museum was honored to have been chosen by the publishers of LIFE Magazine as the depository of the illustrated Mexican War journal kept by Pvt. Samuel E. Chamberlain. This manuscript has been pronounced as one of the most valuable historical and illustrative documents of that war.

g. Other significant accessions during the year were a collection of objects associated with General Jonathan M. Wainwright, given by his son; the one millionth Winchester rifle, by General Patrick J. Hurley; portraits of Zachary Taylor and Winfield Scott; a bust and sword of General Peyton C. March, presented by Mrs. March; General Winfield Scott's sash and General William T. Sherman's saddle and horse furnishings; official collections of Italian and Greek decorations; and a large collection of American uniforms from Mrs. John M. Carson.

h. The Director continued to administer requests for cadet awards, class and other memorials, and all offers of fine arts. The 1857-1957 memorial windows in the Cadet Chapel were installed and plans were initiated looking to the design and procurement of statuary and carvings for the Cadet Chapel.

i. Work was continued on plans for the new museum in Thayer Hall. There was no increase in authorized personnel during the year but a new position of Exhibits Curator was approved, dependant upon availability of funds. Plans were drawn up for the increased guard force required in the new Museum. Staff members attended several professional conferences and meetings during the year. In May the Director attended, in Copenhagen, Denmark, the first international conference of military museum officials. The Museum itself was host for the annual conference of The Company of Military Collectors & Historians which was held this year at West Point.

Section II. ACADEMIC DEPARTMENTS

1. DEPARTMENT OF ELECTRICAL ENGINEERING

On 14 January 1957, the name of the Department of Electricity was changed to Department of Electrical Engineering. This change was the third since the department was founded in 1838 as the Department of Chemistry, Mineralogy, and Geology. The new name more accurately reflects the nature of the course presented.

a. Instruction:

(1) During the Academic Year a course of 185 instructional periods was presented to cadets of the Class of 1958 covering the subjects of Electrical and Communications Engineering and Nuclear Physics. The course was sub-divided by subject matter and by type of instruction as indicated in the table below:

Subcourses	Circuits (Fall)	Machinery (Fall)	Nuclear Physics (Spring)	Electronics and Communications (Spring)	Total
Classroom					
Recitations	31	29	14	28	102
Lectures	3	3	6	6	18
Laboratory Exps.	13	10	0	12	35
Written Partial					
Reviews	6	5	4	5	20
Written General					
Reviews	3	2	1	4	10
Total	56	49	25	55	185

(2) The course commenced 4 September 1956. Except on days of lectures and written reviews, when the class attended as a whole, half of the class attended each subcourse daily, the two halves alternating recitations in the two sub-courses. After 26 March, when the course in Nuclear Physics ended, the two halves of the class attended the subcourse in Electronics and Communications on alternate days. The course ended on 29 May 1957.

(3) The upper 40 percent of the class, although following the same course as the lower 60 percent, were frequently given assignments which presented more detailed or more mathematical treatments of the same subject matter. Near the end of the second term, these upper section cadets were excused from written general reviews, receiving instead classroom instruction on servomechanisms and magnetic amplifiers, and performing an experiment on transistors.

(4) In lieu of one recitation in nuclear physics, cadets of the first section visited the Brookhaven National Laboratory, and those of the second and third

sections the Nevis Cyclotron of Columbia University at Irvington-on-Hudson, N. Y. Visiting lecturers whose presentations were included as an integral part of the course were Mr. R. G. Slauer of the Sylvania Corporation and Lt. Col. Elmer P. Yates of the Office of the Chief of Engineers. Mr. Slauer lectured on Electrical Illumination and Col. Yates discussed Nuclear Reactors. The other lectures were presented by department personnel.

b. Equipment:

The principal additions to departmental equipment were a 21" lecture-room type of oscilloscope; a 27" remote control television monitor receiver; a precision radio frequency impedance bridge; and twelve 3", light weight d-c oscilloscopes for use by cadets in the laboratory. The first two items, used in conjunction with the department's closed-circuit television system, materially increase the effectiveness of several lecture demonstrations.

c. Personnel:

(1) During Fiscal Year 1957, educational inspection visits were made by officers of the department to an engineering laboratory of the International Business Machines Corporation, to the 3rd International Automation Exposition and to the Perkin-Elmer Corporation. The department was represented at the annual meetings of the Institute of Radio Engineers and the Middle Atlantic Section of the American Society for Engineering Education. Colonel B. W. Bartlett, Head of the Department, was elected vice-chairman of the latter. The department once again sponsored the preparation of technical papers for presentation by cadets at the 1957 Eastern Colleges Science Conference held at Georgetown University. An officer of the department was instrumental in establishing a Cadet Astronomy Club which is now an active, enthusiastic group.

(2) In June 1956, one instructor was assigned to temporary duty for 60 days at Brookhaven National Laboratory as a member of the Nuclear Reactor Group. One officer attended a two-weeks course at Sandia Base, New Mexico. Four officers scheduled to join the Department attended full-time graduate courses leading to the degree of Master of Science; three at Purdue University and one at the Georgia Institute of Technology. One member of the department, Lt. C. S. Bradley, USN, a graduate of Annapolis, was a Naval Officer participating in the instructor exchange program.

(3) As the representative of the Military Academy, Colonel James W. Green, Jr., Professor, attended in August 1956 an invitational conference sponsored jointly by the AEC and the American Society for Engineering Education at Gatlinburg, Tennessee on the subject of Engineering Education and Nuclear Physics. In October, Colonel Green was an observer at a presentation of the latest developments in electronic warfare which was held at Fort Huachuca, Arizona.

(4) The Head of the Department made educational trips to the U. S. Naval Academy and to Bowdoin College, serving as a member of the Examining and Educational Policy Committees of the Board of Overseers of the latter institution.

2. DEPARTMENT OF ENGLISH

a. The Department of English conducted courses as follows:

Fourth Class

4 September 1956 to 29 May 1957 - Composition, Selected Readings, Speaking, and Research Procedures (90 lessons)

Third Class

20 November 1956 to 29 May 1957 - World Literature (63 lessons)

First Class

4 September 1956 to 19 November 1956 - Advanced Exposition (27 lessons)

b. Fourth Class Course.

(1) The objective of the Fourth Class course was to develop clear, logical, and forceful self-expression. All the work of the course - themes, speeches, reading assignments, and classroom discussion - was directed toward this goal.

(2) During the academic year, each cadet read twenty essays, five short stories, three plays, one epic poem, and at least two books of his own choice. He gave four speeches and wrote seven one-paragraph papers, two one-paragraph precis, fourteen 600-word themes, one feature article, one book review and one 3,000-word research paper.

(3) Each cadet theme involved a combination of reading, writing, and discussion. First, the general concept - unity, for example - would be discussed in class. The cadet would then write a composition applying and emphasizing that general concept. Finally, after the themes had been corrected, the instructor would discuss the success or failure of the cadet in applying the concept of unity to his writing.

(4) Except for the feature article, the cadet's writing was based on reading assignments. Aside from the book review, he was not required to make a literary judgment but rather to define or explain and to evaluate any significant aspect of the reading. Emphasis was placed on his ability to evaluate the idea, to support his stand, and to express it with clarity, logic, and force.

(5) The speech course was similarly designed to relate speaking to reading, as well as to writing. In his first speech, the cadet became acquainted with the problem of facing an audience. In succeeding speeches, such as the speech to inform and the speech to convince, he was required to draw on assigned reading, the reading he had done for his research paper, and his reading of a book of his own choice.

(6) In December, 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 three plays, two short stories, one essay, and one short novel. The amount of writing remained the same as in the regular course, but the scope of the theme topics was expanded to include the additional reading.

c. Third Class Course.

(1) 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 expository writing.

(2) Within the framework of the tempers of Classicism, Romanticism, and Realism, the literature course presented works bearing on three major relationships possible to Man: (a) Man and Nature, (b) Man and his Fellow Man, (c) Man and God. Every opportunity was taken to make the cadets aware of the bearing of great literature upon the continuing problems of humanity.

(3) The course consisted of sixty-three lessons in which the cadets read, discussed, and wrote about the literature of western civilization from ancient times in Greece to the present day. A representative selection of the works of thirty-six authors was presented. In addition, each cadet was required to write six themes, one of which was in the form of a book review written in class.

(4) Cadets who demonstrated a firm understanding of the material in the course were excused from the last two Written General Reviews in order to do advanced work.

d. First Class Course.

(1) The objectives of the First Class course were (a) to improve the ability of First Classmen to write and speak effectively, and (b) to develop further their skill in reading, logical analysis, and criticism through the study of current problems as presented in modern literature and contemporary speeches.

(2) The first objective was attained through theme writing, the testing of the daily reading assignments, and classroom discussion. Periodically throughout the course, writing-workshop periods were held at which each instructor discussed the errors in the graded themes, and the cadets rewrote those portions which were unsatisfactory.

(3) The second objective of the course - to improve the student's skill in reading, logical analysis, and criticism - was accomplished through an intensive reading program, including modern essays, speeches, and novels. Each cadet

also delivered one oral book review at the end of the course. The modern problems considered were drawn from three general areas: Man and His Society, Man and the State, and Man and His Future.

e. Departmental Library.

(1) Approximately 350 new books were accessioned for specialized study and general reading by instructors and cadets. Many of these new books were added to the Third and Fourth Class reserve shelves maintained for the English Department in the Post Library.

f. Extra-Departmental Activities.

(1) Colonel George R. Stephens, Head of the Department, continued active work with the National Council of Teachers of English. From 5 through 8 May, he attended meetings in Atlanta of a sub-committee which is studying college English for non-major students. During the same trip, Colonel Stephens visited the Infantry Center at Fort Benning, the XVIII Airborne Corps at Fort Bragg, the Army War College at Carlisle Barracks, and sixteen civilian colleges and universities.

(2) The Deputy Head of the Department, Colonel Russell K. Alspach, was re-elected for a three-year term to the Council of the American Folklore Society.

(3) Four officers of the Department attended the annual meeting of the Modern Language Association in Washington on 27 December. One of the associate professors, together with representatives from USNA and USAFA, gave an address before the Ohio Speech Conference on "Speech Instruction in the Service Academies." The associate professor in charge of the Third and First Class courses attended the Second American Humanities Seminar, "Science, Technology, and the Humanities in an Industrial Society," sponsored by the Humanities Center for Liberal Education in an Industrial Society and the University of Massachusetts.

(4) Eleven officers assigned to the Department took part-time graduate courses at civilian institutions. Ten officers attended Columbia University, four working on Master of Arts degrees, and six on higher degrees. One associate professor continued work on his Ph.D. degree at New York University. One officer attended the University of Pennsylvania 1956 summer session working on a Ph.D. degree in English. Five officers scheduled to join the Department as instructors for the 1957-1958 academic year attended civilian universities during the year and will receive their M.A. degrees prior to reporting to the Department.

(5) Two Reserve officers who have mobilization assignment to the Department of English spent two weeks on active duty with the Department during the summer of 1956. Both are civilian educators and both have served one tour with the English Department.

(6) The Department sponsored the West Point Extemporaneous Speaking Contest in May. Cadet Gerald Galloway was the winner. All instructors of Fourth Class English served as judges for one or more of the debates of the West Point National Invitational Debate Tournament. Some of the debates were conducted in the Fourth Class section rooms, and each Fourth Classman audited a debate in lieu of a regular recitation in English.

(7) During the summer of 1955, five officers performed temporary duty with the Tactical Department to assist the cadet tactical training. English Department officers acted as officers in charge of The Pointer, the Dialectic Society, and the Post Scoutmasters Council.

3. DEPARTMENT OF FOREIGN LANGUAGES

a. The Department's objective continued without change, giving each cadet a practical proficiency in one foreign language and an acquaintance with the culture of its speakers.

b. The advanced course in French, begun in the preceding year, was carried forward into a second year, and a similar advanced group was begun in the entering class. The principle of advanced study was extended to the German language as well. Distribution of cadets among the languages at the close of the year was as follows:

	<u>Third Class</u>	<u>Fourth Class</u>
Advanced French	3.4%	3.2%
French	23.5	22.9
Advanced German	-	2.9
German	18.0	13.5
Portuguese	8.7	10.4
Russian	19.1	16.4
Spanish	<u>27.3</u>	<u>30.7</u>
	100.0%	100.0%

c. The success of the advanced courses in French and German augers well for the extension of the principle to the Spanish language, in which an advanced group will be formed in the Class of 1961. Since very few high schools in the United States teach Portuguese or Russian it is unlikely that advanced work will be undertaken in those languages.

d. Use of the language by the student in as many different situations as possible has been emphasized. Verbal drills, to develop a feeling for the correct form and sound, have been supplemented by prepared talks, small research projects, and discussion by groups on military matters or everyday topics. In general the first year in each language is devoted to learning speech patterns through general grammar studies and to acquiring vocabulary through reading assignments. In the second year cadets read several of the best-known authors in their language and devote the last several months to military readings. Interpreter exercises are

introduced near the end of the course so that students may have practice in presenting, in their own words, the thoughts expressed by other people.

e. Employed for the first time during the year was a new grammar text in Portuguese embodying pen-and-ink sketches for the presentation of many vocabulary expressions. The book was prepared by the Assistant Professor of Portuguese, whose linguistic and artistic talents complement each other. It is hoped to extend the idea to the other languages when opportunity offers.

f. Much study was given during the year to equipment and techniques to be used in the foreign language laboratory which will be established when the Department moves to the new Thayer Hall. Development of language-teaching techniques with visual aids continued, with increased use of the Vu-Graph projector. Two members of the Department were invited to demonstrate these techniques before a study group at Columbia University. One former member of the Department used the Department's instruction plan as the basis for a project which was one of the requirements for the doctorate in Education conferred upon him by Columbia University in June.

g. An unusually large number of non-resident lecturers appeared before the cadets during the year, each talking in his own language. Included were the Army Attache and the Second Secretary of the German Embassy in Washington, two distinguished French educators now resident in the United States, and the author of 55 Heures de Guerre, a book read during the military part of the French course.

h. The Department's kinescope films in German, after they had been used in the course here, were also used by the United States Army at Oberammergau and by the United States Air Force at Donaldson Air Force Base, S. C.

i. Two foreign officers, Major Jorge Eneas Machado Fortes of Brazil and Captain Ruben Rodriguez Olvera of Mexico, contributed in full measure to the accomplishments of the Department during the year. By their leadership and personal qualities they have inspired the cadets and broadened their interests. Their character, their professional competence, and their participation in all phases of official and social life at the Military Academy have endeared them to their associates and made them worthy representatives of their respective countries.

j. During the year officers of the Department attended the annual meetings of the Modern Languages Association in Washington and of the Northeast Conference for the Teaching of Foreign Languages in Boston. In June two officers and ten selected cadets visited l'Ecole Polytechnique, Saint Cyr, and other places in France as guests of the French Government. At the close of the year one professor was engaged in cultural studies in France and Germany. One civilian instructor was engaged in a course of study at Oxford University in England.

k. Officers of the Department were official escorts for distinguished foreign visitors to the Military Academy on twenty occasions during the year. They acted

as guides and interpreters, and gave academic and tactical briefings in the languages of the guests.

1. The Department assisted in the programs of the several language clubs among the cadets, maintained a library with current periodicals for their enjoyment, and, with the assistance of the West Point Museum, presented a succession of eye-catching displays in the languages taught.

4. DEPARTMENT OF LAW

a. 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, Constitutional Law, Criminal 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.

b. The instruction in Military Law was based upon the Uniform Code of Military Justice. The Manual for Courts-Martial, United States, 1951, was used as a text.

c. The following recently released training films were shown during the course: Uniform Code of Military Justice (TF 15-1920), The Investigating Officer (TF 15-1946), The General Court-Martial (TF 15-1950), The Special Court-Martial (TF 15-2358), The Summary Court-Martial (TF 15-1961), and Non-Judicial Punishment (TF 15-1967). Instruction was also given on the Geneva Conventions of 12 August 1949, as prescribed by Department of the Army Pamphlet No. 20-151.

d. The Professor of Law and Head of the Department made three liaison visits to the Office of the Judge Advocate General of the Army during the year. Four new instructors, all of whom are members of the Judge Advocate General's Corps, have been selected and ordered to report for duty during the summer. As in recent years all of these officers are graduate lawyers and members of the Bar.

5. DEPARTMENT OF MATHEMATICS

a. Mission - Teaching Objectives.

The mission of the course is to give each cadet the mathematical education essential to his career as a Regular Officer. The stress is on the fundamental military qualifications, namely: (1) mastery of reasoning processes; (2) soundness of character; (3) facility in practical applications; and (4) knowledge of the role of mathematics in warfare.

b. The Course.

During the school year, instruction was given six days a week to members of the Fourth Class (1960), and three days a week to members of the Third Class (1959). Recitation periods were 80 minutes long. Just prior to the end of the first term, the upper half of the class was designated upper sections and the lower half lower sections. The upper sections took additional advanced work in lieu of the general reviews. The following is an outline of the course:

Fourth Class

- 4 Sept to 8 Jan - Algebra, Slide Rule, Plane Trigonometry, Solid Geometry, Spherical Trigonometry, Plane Analytic Geometry.
- 9 Jan to 18 Jan - Written General Reviews.
- 19 Jan to 14 May- Plane and Solid Analytic Geometry, Calculus, Algebra.
- 15 May to 29 May- Written General Reviews.

Third Class

- All Sections: 4 Sept to 4 Jan - Algebra, Calculus
- Upper Sections: 5 Jan to 29 May - Calculus, Differential Equations, Probability, Statistics.
- Lower Sections: 5 Jan to 18 Jan - Written General Reviews.
- 19 Jan to 12 May - Calculus, Differential Equations, Probability, Statistics.
- 13 May to 27 May - Written General Reviews.

c. Changes in the Course.

(1) After several years of experimentation in the sequence of presentation of material in the Calculus, it was decided to cover the entire field of Differential Calculus during the Fourth Class year, and to concentrate on a thorough coverage of Integral Calculus in the Third Class year. This permitted an emphasis on the foundations and fundamental concepts of these two branches of the Calculus. The results having been notably favorable, this division of the Calculus course will continue in the future.

(2) The order of presentation of other topics was changed to provide better integration and sequence as indicated below:

(a) Integration of the courses in Analytic Geometry and Differential Calculus so that space geometry in the Analytic Geometry course was taught just before it was required in the Differential Calculus course.

(b) The teaching of partial differentiation immediately after space geometry in the Fourth Class course in Analytic Geometry.

(c) The teaching of Combinations, Permutations, and Probability just before Statistics in the Third Class year.

(3) Another important change was the modification of the Drill Problem Program whereby the general category of each daily drill problem was made known to the cadets at the beginning of each phase. This focused attention on a particular area of technique, at a particular time, thus resulting in a thorough review of that technique and consequent improvement in practical facility therein.

d. Instructor Training and Qualifications.

(1) Academic:

(a) Twenty-seven of the thirty-five officers in the Department have pursued graduate study at civilian institutions and have earned advanced degrees in the following fields: Engineering, Civil Engineering, Nuclear Engineering, Electrical Engineering, Mathematics and Meteorology.

(b) The Department conducted instruction in teaching techniques and refresher courses for the thirteen new instructors, covering all subjects taught to cadets of the Fourth Class. The Department conducted similar instructions covering Third Class subjects for instructors who had joined the Department in previous years.

(c) All instructors attended a lecture course conducted by senior officers of the Department concerning methods of instruction and classroom policies pertaining to the Military Academy. The instructors also attended a Department lecture course on advanced mathematical subjects.

(2) Military:

In order to attain and maintain their military specialties, selected officers attended the Air-Ground School at Southern Pines, North Carolina, and Branch and Service Conferences and Demonstrations, as well as periodic briefings and classes conducted by the branch detachments stationed at the Academy. During the summer, officers of the Department assisted in the training of cadets at Camp Buckner.

e. Special Features.

(1) The Department designed and conducted seven diagnostic tests to determine the areas of elementary algebra in which Fourth Classmen had been inadequately trained before entering the Military Academy. The tests disclosed several weaknesses, and therefore a series of voluntary algebra remedial clinics was conducted. The clinics were very successful; voluntary attendance was large,

and algebraic errors became less frequent in class.

(2) Cadet John H. Vickers, Qualified Alternate from Connecticut, having attained the highest average in Mathematics in the Class of 1957, was awarded the Robert E. Lee Award for excellence in Mathematics. This award, a suitably engraved military saber, is presented annually by the United Daughters of the Confederacy.

f. Extra-Departmental Activities.

(1) Colonel Wm. W. Bessell, Jr., Head of the Department, was appointed a member of the Athletic Board and Chairman of the newly constituted Research Committee, charged with research and study of means of improving the Academy's operations. He continued to serve as Chairman of the Admissions Committee. In that capacity he was active in establishing liaison with the other Service Academies, and with officers of the College Entrance Examination Board and the Educational Testing Service. He represented the Academy as voting member at the annual meeting of member colleges of the College Entrance Examination Board and attended conferences of the American Council on Education and the Educational Record Bureau.

(2) On periodic trips to Washington, he represented the Superintendent on USMA legislation, and he was a member of the panel which reviewed the manuscript of World War II History on "Strategic Planning for Coalition Warfare, 1943-1944."

(3) Colonel Bessell was elected to and served as Vice-Chairman of the Upper New York State Section of the Mathematical Association of America.

(4) Colonel Charles P. Nicholas, Deputy Head of Department continued to serve on The Information and Lectures Committees. He also continued to serve as consultant on intelligence matters to the Atomic Energy Commission.

g. Educational Liaison.

The following educators visited the Department during the year:

- Colonel DeVos, Dean of the Union of South Africa Military Academy.
- Captain Donald M. White, USN, Head of the Department of Mathematics, USNA.
- Professor H. A. Elliott, Professor of Mathematics of the Royal Military College of Canada.
- Colonel R. F. McDermott, Dean, and Colonel A. Higdon, Professor of Mechanics, and Chairman of the Curriculum Committee, United States Air Force Academy.
- Professor Kuldip Singh from the Department of Mathematics, Military College, Dehra Dum, India.

h. Future Plans.

During the year, the Deputy Head of the Department wrote a treatment of Fundamental Concepts of Integral Calculus. This treatment, plus planned additional coverage of other fundamental theorems and concepts, will be used as text material for the Third Class starting in the Academic Year 1957-58, with the mission of giving the cadets a better understanding of important basic concepts, greater facility in techniques of operations, and wider knowledge of military applications.

6. DEPARTMENT OF MECHANICS

a. Two courses, Mechanics of Solids (Engineering Mechanics and Strength of Materials) and Mechanics of Fluids (Thermodynamics and Fluid Mechanics) were taught. Each Second Classman (Class of 1958) had three attendances in Solids and three attendances in Fluids each week throughout the academic year. Attendance by each cadet was as follows:

Engineering Mechanics	64 periods	4 Sept to 14 Feb
Strength of Materials	42 periods	15 Feb to 27 May
Strength of Materials Laboratory	4 periods	21 Feb to 17 May
Thermodynamics	41 periods	4 Sept to 16 Jan
Thermodynamics Laboratory	10 periods	5 Dec to 9 Jan
Fluid Mechanics	47 periods	18 Jan to 29 May
Fluid Mechanics Laboratory	6 periods	4 May to 17 May

b. Major attention was devoted to improving instructional methods and techniques and to designing better problems for both home and class preparation.

c. At the end of each semester, advanced work was again given to approximately the top third of the class in lieu of written general reviews. In Engineering Mechanics this work consisted of 4 periods on graphical solution of force systems and graphical truss analysis. In Strength of Materials a recitation period on Mohr's Strain Circle and two advanced laboratory exercises were given; the first, combined torsion and bending in a circular steel shaft employing SR-4 strain rosettes; and the second, torsion in a square shaft also employing the strain rosette. In Thermodynamics, the advanced cadets were given three lessons on heat transfer theory which were then followed by practical application of this theory in computing the heating requirements for a building located at West Point. In Fluid Mechanics, the top cadets worked a special problem involving the design of a water supply system, participated in a stream gaging exercise on Popolopen Creek, and toured either the Texaco Research Laboratories at Beacon, N. Y. or the Curtiss-Wright Aircraft Plant at Wood-Ridge, N. J.

d. At the end of the first term, thirteen cadets were turned out for the final examination in Engineering Mechanics, of whom five failed. Two passed the examination, one failed to report for examination, and two were not entitled to

re-examination. In Thermodynamics, eighteen cadets were turned out, of whom four failed. Three were discharged, not entitled to re-examination, and one was turned back. At the end of the second term, eleven cadets were turned out in Mechanics of Solids; three failed, of whom two were turned back and one will be re-examined. Four cadets who were turned out in Mechanics of Fluids passed the examination.

e. Three guest lecturers provided highlights to instruction in the Department. Mr. Neil MacCoull, formerly a consultant with Texaco Research Laboratories, and guest lecturer at Columbia University, Professor J. P. Den Hartog, Head of the Department of Mechanical Engineering at Massachusetts Institute of Technology, and Dr. H. Guyford Stever, Associate Dean of Engineering at Massachusetts Institute of Technology, formerly Chief Scientist of the United States Air Force.

f. The Department continued to encourage its officers to improve their professional qualifications by part-time attendance at nearby civilian universities. Two attended universities in New York City during the academic year. Six are pursuing study at Massachusetts Institute of Technology during the current Summer Session.

g. Study of the free piston engine design was incorporated to a slightly greater degree this year in conjunction with the Thermodynamics course. A training device used in the instruction is shown in Figure No. 1.

h. During the year, the following major projects were completed in the Department's laboratories:

- (1) Two CFR single cylinder gasoline engines were installed with instrumentation including oscilloscopes. See Figure No. 2.
- (2) One CFR single cylinder diesel engine was installed.

i. The following projects were initiated to be completed for use during the Academic Year 1957-58:

- (1) Installation of a third CFR single cylinder gasoline engine.
- (2) Modification of Building 609 (Camp Clinton Sinks) for use as a Mechanics Laboratory, and the installation therein of three gas turbine engines, complete with instrumentation, dynamometers, safety measures, and controls.
- (3) Replacement of an old Cadillac engine with a new Ford engine (donated by the Ford Motor Co.) for use on the Comparative Internal Combustion Engine Exercise.
- (4) Relocation of a reaction turbine and the installation of two impulse turbines.

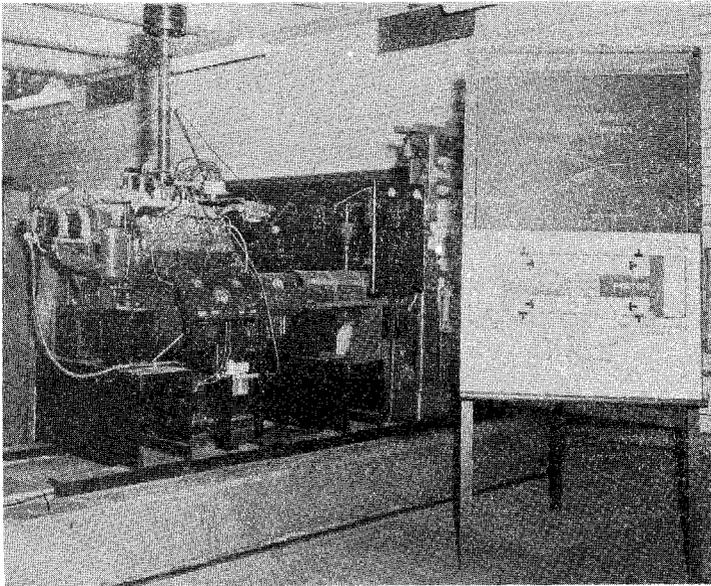


FIGURE NO. 1 - V-8 Gasoline Engine and Dynamometer. In right foreground is an articulated display board showing the operation of a Free-Piston Engine.

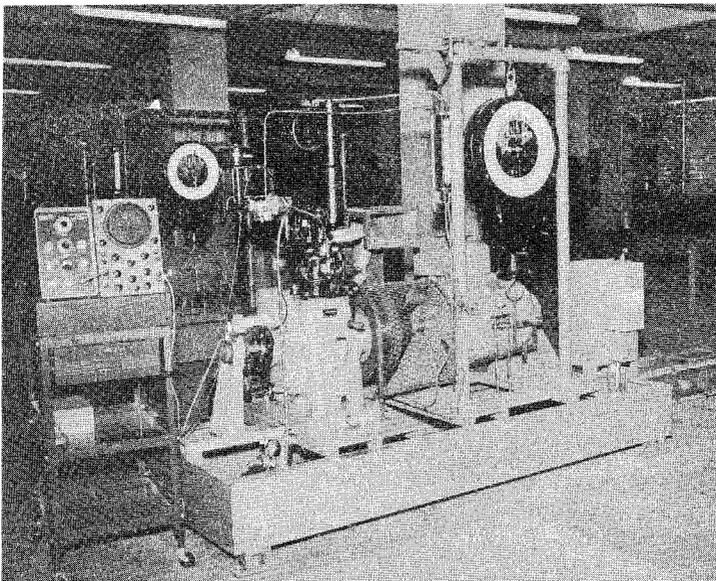


FIGURE NO. 2 - Single Cylinder Gasoline CFR Engine with Dynamometer and Oscilloscope.

7. DEPARTMENT OF MILITARY ART AND ENGINEERING

a. The department conducted two courses for the First Class (546 cadets): history of military art, and military engineering.

b. History of Military Art.

(1) The periods allotted to each part of the course were as listed below:

Modern military doctrine	2
Great captains before Napoleon	3
Napoleon's campaigns	13
Reading - <u>The History of the United States Army,</u> Ganoe	2
Campaigns of the Civil War	17
Jomini, Clausewitz, Schlieffen	3
World War I	15
First term written General Reviews	3
Introduction to Logistics	1
World War II	40
Operations in Korea	2
Second term written General Reviews	3
Final Lecture	1
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(2) The instructional periods were supplemented by the following:

(a) Twelve lectures by department personnel on outstanding military leaders during the Civil War, World War I, and World War II - Korea periods.

(b) Three museum displays and lectures were given by the Director of the West Point Museum dealing with the weapons, equipment and uniforms of the Napoleonic, Civil War, and World War I periods.

(c) A new film entitled The Great War was purchased from the National Broadcasting Company and was shown as a pictorial summary of the World War I subcourse.

(d) A series of films on World War II and one film on Operations in Korea were shown.

(e) Extensive use of pictorial hallway displays was made throughout the academic year along with classroom plastic relief maps and models.

(3) The project of writing a new World War II text, begun the summer of 1954, was temporarily suspended during the summer of 1956 to conduct a two-week course for ROTC instructors in American Military History (First Army Command Program #13, Army Reserve and ROTC). Thirty-eight ROTC instructors

from thirty-seven colleges and universities attended this program from 11 to 24 August 1956. Prior preparation and implementation required full effort of all History of Military Art personnel.

(4) A three weeks instructors course was given for six newly assigned History of Military Art instructors.

(5) A project was initiated in preparation for movement to the new academic building, Thayer Hall, which entails a major revision in the manner of presentation of the entire course of History of Military Art. In the main, this is a conversion from the present presentation method of manually posted wall situation maps to the method of projected situation maps utilizing the overhead projector. Some progress has been made towards this conversion and emphasis will continue to insure timely completion and initiation of the new presentation method during the academic year 1958-1959.

c. Military Engineering.

(1) The periods allotted to each part of the course were as listed below:

Opening Lecture	1
Structural Analysis	41
Structural Design	40
Army Engineering	21

(2) The subjects included in the subcourse in Army Engineering were military bridges, soils, roads, airfields, camouflage, field fortifications, permanent fortifications, demolitions, design of concrete mixtures, and construction in war. This academic year the subject of the influence of atomic weapons in the field of military engineering was introduced into almost all the lessons in this subcourse.

(3) After the first two months the upper sections (4 of 9) were given a more advanced course than the lower sections. The advanced work included additional emphasis on indeterminate structures involving moment-area theorems, moment distribution, and visual work as well as five periods of reinforced concrete design.

(4) Throughout the year extensive use was made of models and other training aids. On two separate occasions, each cadet was taken on a tour through Thayer Hall (under construction) where he was able to see the application of engineering principles studied in the course. A test period was run to determine the feasibility of incorporating the overhead projector into the instructional procedure. This system was found to be of benefit and will be incorporated more completely into the method of presentation during the academic year 1958-1959.

(5) Starting with the subcourse in Structural Design, department interpolations to the basic texts, typical problem pamphlets, and other instructional



Cadets studying application of Engineering principles
in Thayer Hall construction.

material previously issued as separate items were eliminated as such. In their place, printed lesson sheets, containing the same pertinent material, were made for each lesson and issued to each cadet. This consolidated method proved entirely satisfactory and more convenient for cadet study and will become standard procedure for all courses.

d. Visits and Other Activities of Department Personnel.

(1) Colonel Vincent J. Esposito, Professor and Head of Department, attended the First Senior Officers' Atomic Employment Course, conducted at Fort Leavenworth, Kansas; he participated actively as a member of the Secretary of the Army's Historical Advisory Committee; and visited The Engineer School at Fort Belvoir.

(2) Colonel Charles H. Schilling visited the office of the Chief of Engineers and the Engineer School in connection with matters pertaining to the course in military engineering. He also prepared for his departure in June 1957 for Rensselaer Polytechnic Institute where he will undertake graduate study during 1957-1959 leading to a doctor's degree in civil engineering.

(3) Other officers of the department participated in The Instructor's Conference, The Engineer School; in the Ohio State University ROTC Instructor Training Course; and in cadet field training at Camp Buckner.

(4) Advice and assistance in the formulation of courses in the field of military art were given to the Command and General Staff College, The University of Maryland Overseas Instruction Project, and to the United States Air Force Academy.

8. DEPARTMENT OF MILITARY HYGIENE

a. The Department of Military Hygiene presents a total of 35 hours each year to the four classes of the U. S. Corps of Cadets. Twenty-one hours are presented under the auspices of the Academic Department, and fourteen hours under the Department of Tactics. To assist the cadet, copies of lectures presented are distributed. A course description of each class conducted by the Department of Military Hygiene is as follows:

b. Fourth Class.

First Aid, Sanitation and Hygiene. This course is taught under the auspices of the Department of Tactics. During this course, the Plebe is taught how to take care of himself and others in the routine matters of first aid and emergency situations which may arise in the garrison and while on field exercises. He is further instructed in the use of sanitary devices in the field. This latter phase prepares him for the five-day road march. The lectures of this course were presented by local personnel during July and August 1956. 7 hours.

c. Third Class.

(1) Military Sanitation. This course is conducted under the auspices of the Department of Tactics at Camp Buckner. The purpose of this course is to train the Third Classmen in the sanitary and health problems which confront the small unit commander when under field conditions. It includes selection of bivouac sites, the maintenance thereof, water discipline, waste disposal, insect and rodent control from the unit commander's viewpoint, and a thorough review of life-saving methods as concern first aid and self-aid. The lectures of this course were presented by local personnel during August 1956. 2 hours.

(2) Military Hygiene. This is an Academic course. Primarily, the cadet receives these hours of instruction in anatomy and physiology so that he may have some knowledge of the structure and function of the human body. He then becomes 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 is instructed in diet and nutrition, general care of the body, and the factors within a given military environment which facilitate disease transmission. The schedule also includes one hour of instruction in oral hygiene and preventive dentistry. Six lectures were presented by guest speakers, and the remainder by local personnel, during April and May 1957. 15 hours.

d. Second Class.

Medical Field Problems. This course is taught under the auspices of the Department of Tactics. Now that he has learned how disease and injury can and do influence military operations, the cadet learns how the Army Medical Service provides the required support in order to cope with the problem of casualties. He is 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 is further instructed in the principles of casualty evacuation and Army Medical Service, with emphasis placed on the command and staff responsibilities. The lectures of this course were presented by local personnel during December 1956 and January 1957. 5 hours.

e. First Class.

Military Medicine. This is an Academic course. During this course, the cadet is instructed in the broader aspects of military medicine, i. e., its strategic implications. He learns that there are diseases peculiar to certain geographic areas where we have campaigned in the past, and the influences of these diseases. He becomes familiar with the medical aspects of nuclear warfare, including neuropsychiatric considerations. Instruction is given in the function of the Surgeon on higher staff levels and his relationships with command. The cadet is also brought up-to-date on the latest accomplishments in the field of research and development in the Army Medical Service. Five of the lectures of this course were presented by guest speakers, and the remainder by local personnel, during September, October and November 1956. 6 hours.

9. DEPARTMENT OF MILITARY TOPOGRAPHY AND GRAPHICS

a. Courses of Instruction Presented.

(1) Military Topography - Fourth Class - both terms - average of 713 cadets - instructional staff, 13 officers. Consists of plane surveying, map and air photo reading (map mechanics and elementary interpretation) and military sketching. Included are lectures on Astronomy and Geology by outside authorities. Field exercises in surveying during the Fall Term - field exercises in military sketching during the Spring Term. Failures - 1st term - 17, of whom 4 passed final examination; 2nd term - 6, of whom 4 passed the final examination.

(2) Graphics - Third Class - both terms - average of 532 cadets - instructional staff, 10 officers. Consists of Descriptive Geometry, Engineering Drawing and a brief course in Basic Mechanical Elements with departmental lectures illustrating military applications. Failures - 1st term - 8, all of whom passed the final examination; 2nd term - 3, all of whom passed the final examination.

(3) Special Course in Military Topography - Third Class - both terms - 3 cadets. Instructional staff - 4th Class Military Topography instructors. Three

members of the Third Class were turn-backs from the preceding transition year during which the Topography and Graphics courses were interchanged. Thus, they had successfully completed the course in Graphics, but had not had the course in Topography. These cadets were given a special course in Topography, the content of which was the same as for the Fourth Class in a. (1) above, held during the time their classmates attended Graphics. No failures.

b. Assistance to other Instructional Departments.

(1) The Department of M. T. & G. was especially active this year in furnishing graphic materials to cadets of the Second Class for their course in Military Instructor Training. A large number of cadets chose subjects in Military Topography for training instruction. This department provided advice, equipment, and facilities to cadets for use in their construction of required charts, graphs, and other training aids. More than 50% of the 2nd Class availed themselves of the opportunity to use department equipment.

(2) The department assisted the Combat Engineer Detachment of the 1st RCT in its presentation of map reading instruction to the Third Class during the summer at Camp Buckner by furnishing instructor assistance, training aids, instructional materials and course coordination.

(3) The department assisted the Combat Engineer Detachment of the 1st RCT in its presentation of a Map Reading Refresher Course to the First Class in the early spring by furnishing training aids and instructional materials and course coordination.

c. Instructor Training.

New instructors arriving for the Academic Year 1956-57 were given intensive training and schooling during July and August on course material and suitable background. Throughout the year the instructors participated in a required reading program. Monthly conferences were conducted for review and discussion of new texts, important reference material and recent publications for both Topography and Graphics. During the year, instructors visited the Army Map Service, Washington, D. C.; Engineer Research and Development Laboratories, Fort Belvoir, Va.; Keuffel & Esser Manufacturing Co., Hoboken, N. J.; Watervliet Ordnance Arsenal, Watervliet, N. Y.; and attended the meetings of the American Society for Engineering Education, the American Society for Surveying and Mapping and the American Society of Photogrammetry to learn of new developments in matters related to subjects taught.

d. Equipment and Premises.

Major improvements during this past year include the addition of hinged bulletin boards in instructional alcoves, complete modernization of lecture hall public address system, covering of lecture hall seats to improve acoustics, and

construction of new instructional alcove platforms.

e. Open House.

The seventh annual Open House during Christmas Week for benefit of parents and Fourth Classmen was again very successful. Approximately 1500 visitors were escorted through the drafting rooms. Approximately 150 Fourth Classmen volunteered to assist the department in manning the displays and acting as guides for those visitors without cadet escorts. The department for the first time presented a movie taken by officers of the department assisted by the Post Signal Office picturing all phases of Fourth Class Topography instruction. The movie was presented four times during the Open House and was both well-attended and well-received.

f. Model of West Point.

The staff of the Department of M. T. & G. with assistance as required from various Post agencies, constructed an addition to the three-dimensional scale model of the Main Post of West Point. The addition covers the area immediately to the west of the Main Post to and including the Golf Course. During June Week 1957 the entire model was displayed at the Post Library. The model is used to facilitate Post Planning and to orient visitors, new cadets, and newly assigned Post personnel.

g. Problems, Difficulties or Deficiencies.

Office space for instructors is inadequate. The capacity of department premises is now being used to the limit for maximum efficiency. The department premises can accommodate an increase in Corps strength of approximately 300 by crowding. Any substantial increase to the strength of the Corps of Cadets beyond the 300 mentioned above would necessitate an expansion of present facilities or a revolutionary alteration of schedules.

h. Foreign Travel.

During the months of October and November 1956, the Professor and Head of the Department of M. T. & G. visited certain military installations in USAREUR and made orientation contacts with certain European military schools. Headquarters and installations were visited in Frankfurt, Berlin, Heidelberg, Stuttgart, Regensburg, Munich, Ankara and Verona. Army Attaches in London and Paris and NATO Headquarters in Paris, Oslo, Naples, and Izmir were visited. Educational institutions and miscellaneous installations visited were as follows:

England	-	Royal Military College, Sandhurst
		Oxford University (Army Rhodes Scholars)
France	-	L'Ecole Polytechnique, Paris
		L'Ecole Speciale Militaire, St. Cyr, Coetquidan

- Denmark - Royal Danish Military Academy, Copenhagen
- Turkey - Harp Ocula (Turkish Military Academy), Ankara
Turkish Army Map Service (Topog Engineers), Ankara
- Germany - Hq of University of Maryland Overseas, Heidelberg

10. DEPARTMENT OF ORDNANCE

a. Objectives.

The course in Ordnance has no counterpart in the curriculum of other colleges or universities. Its primary objective is to give the cadet work in the applied engineering field specifically directed at the tools of his chosen profession. This objective is accomplished by teaching the cadet how to apply the basic scientific principles and fundamental theories to the engineering analysis and design of military weapons and automotive equipment. Every effort is made to use this applied engineering work to develop in each cadet a facility for logical, critical, and independent thought. In addition, it is the objective of the course to acquaint the cadet with the capabilities and limitations of the various engineering materials and the production problems involved in the development and manufacture of these weapons and equipment; to orient the cadet on modern trends of research and development in the field of military combat material; to impress on the cadet the need to weigh the advantages of costly new developments in terms of the drain on the resources of the nation in engineering talent, skilled manpower, critical materials, and industrial plant and equipment, as well as in terms of their value to the country in military operations. Laboratory exercises and demonstrations are used to give the cadet an opportunity to observe phenomena and seek explanations; to test theories and note contradictions; to appreciate the capabilities and limitations of measuring instruments; and to give practice in preparing an engineering report interpreting the results of an experiment or demonstration. In addition, laboratory facilities, equipment items, and visual aids are used to provide direct contact with selected items of ordnance, and to give the cadet a feel for the equipment upon which the applied engineering work is based.

b. Outline of Course.

(1) The following four subcourses 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.
- 39 periods - Armament Engineering, including explosives; ammunition, interior, exterior and terminal ballistics; fire control, artillery; rockets; small arms and automatic weapons.
- 39 periods - Automotive Engineering, including engine, power train, chassis, and performance characteristics.

Laboratory includes tests, demonstrations,
and engine disassembly and reassembly.

11 periods - Special Weapons, including Atomic Weapons and
Guided Missiles.

In addition, a total of six periods were devoted to four Written General Reviews, a course critique, and an educational trip to Aberdeen Proving Ground.

(2) The course was divided into equal semesters with two Written General Reviews being given at the end of each semester. For the first month of the first semester, the entire class took the subcourse on Engineering Materials and Processes. After this initial subcourse, the class was divided into two halves, one half taking Armament Engineering for the balance of the first semester while the other half took Automotive Engineering during the same period. At the beginning of the second semester, the two halves of the class switched courses so that all members of the class took both Armament and Automotive Engineering during the year. However, the instructors did not switch courses, the same instructors presenting each major subcourse twice during the year. After the conclusion of the Armament and Automotive Engineering subcourses, the entire class was given the final subcourse on Special Weapons Engineering during the last month of the second semester.

(3) This arrangement of dividing the course into four parts, and the class and instructors into two groupings continued to prove highly satisfactory. It enabled the instructors to become more specialized and proficient in their subject and permitted a more efficient use of laboratory facilities and visual aids.

(4) In previous years each cadet was required to complete a Term Problem in each of the two major subcourses, Armament Engineering and Automotive Engineering. During the academic year it was found advantageous to discontinue the regular Term Problem as a separate part of the course in favor of integrating it into the framework of the daily lessons.

(5) That elective part of the course, introduced during the previous academic year, which permitted cadets to undertake scientific experiments in the field of Armament or Automotive Engineering was continued in this academic year. Cadets in the top third of the class who elected to undertake such experiments prepared reports thereon in lieu of accomplishing the last two of the three course Written Partial Reviews. A total of six such reports, involving eleven cadets, were prepared during the year. One report was of such caliber as to be chosen for presentation at the Eastern Intercollegiate Science Conference at Georgetown University in Washington, D. C. in March 1957.

c. Lectures.

Twenty lectures were sponsored by the Department of Ordnance, six by department personnel and fourteen by visiting lecturers.

d. Special Work for Selected Cadets.

The first 180 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. These presentations proved highly instructive and very stimulating to the entire group.

e. Laboratory Activities.

The laboratory program included nine periods devoted to automotive, two to machine shop operations, and single periods to small arms, Kent Battery, and special weapons. The period spent on small arms is devoted to disassembly, inspection, gaging, reassembly and test firing of an originally unserviceable M-1 rifle; that on the Kent Battery consists of a demonstration of the stability characteristics of spin projectiles; and that devoted to special weapons consists of a familiarization of the class with latest developments in that field supported by excellent actual size cutaway models from Picatinny Arsenal. The periods on machine shop operations were demonstrations conducted by Ordnance Corps personnel. In the automotive laboratory, groups of four cadets disassemble, inspect, rework or replace unserviceable parts, reassemble and test-run 2-1/2 ton truck engines.

f. Educational Trips.

The entire class visited Aberdeen Proving Ground on 28 May 1957 where they witnessed engineering tests and demonstrations of the latest developments in Ordnance material and scientific test equipment.

11. DEPARTMENT OF PHYSICS AND CHEMISTRY

a. Physics - Third Class (528 Cadets) 4 September 1956 to 29 May 1957.

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

(2) The course was a basic one at college level, covering the fields of mechanics, heat, electricity and magnetism, wave motion and sound and light. Included in the course were 18 laboratory periods.

(3) On 9 April 1957, the first two sections, numbering 136 cadets, were separated from the rest of the class and given a more advanced course in light, plus seven lessons in the principles of optics. Expert advice in the preparation of the optics was obtained from the Fire Control Instrument Group at Frankfort Arsenal.

(4) Four new instructors have been secured for the coming year, all having had civilian schooling. One officer is being placed in graduate school to

prepare for a teaching assignment in 1958. Two instructors attended the Special Weapons Guided Missile Orientation Course at Fort Bliss, Texas, during the summer of 1956.

(5) The Associate Professor attended the summer meeting of the American Association of Physics Teachers during June 1957.

b. Chemistry - Third Class (528 Cadets) 4 September 1956 to 22 April 1957.

(1) Attendance was in the morning, one-half class each day, Monday to Saturday inclusive. There were 91 attendances during the year.

(2) The chemistry course was a basic one at collegiate level, emphasizing essential principles of general chemistry. Eighteen laboratory periods and seven lectures by selected department personnel were included in the course. The first and second sections participated in a special topic program designed to give the cadets in these sections some additional freedom to carry on advanced work and to report the results to their fellow cadets. In addition, members of these two sections were excused from the written general reviews at the end of the course and participated in two seminars, one on organic polymers, the other on radioactive tracer techniques.

(3) Four new instructors have been secured for the coming year. Two of these will come to the department on direct assignment. Two are completing work for a Master's Degree at Columbia University.

(4) Major Roy T. Clark, Jr., USAF, attended the course at Oak Ridge Institute of Nuclear Studies from 6 to 31 August 1956.

(5) During the month of March 1957 two officers participated in a one-day orientation trip to the Brookhaven National Laboratories, Long Island, New York.

(6) Two members of the instructor staff have participated in the civilian schooling program during this year.

12. DEPARTMENT OF SOCIAL SCIENCES

a. The Department of Social Sciences, by the nature of its mission, must be in continuous evolution - and in fairly rapid evolution. The subject matter (History, spanning some six orthodox college history courses; two Government courses; Geography; three Economics courses; and an International Relations course) is continually expanding. Textual materials, teaching aids and instructional methods are ever changing. External relationships with government agencies, graduate schools, higher service schools, and other supporting contacts are in a continual state of development and expansion. This year the most important

evolutionary advances were made in;

(1) The introduction of readings, both analytical and descriptive, into the main history courses.

(2) The adjustment of the European history course to a content making it more precisely a History of Modern Europe and America.

(3) An increased emphasis on the physical aspects of Geography within a course which remains principally economic, and the use of regional problems supporting the study of underdeveloped areas.

(4) The adjustment of the course in the History of the Modern Far East to include an area study approach, rather than an historical approach, to south Asia.

(5) An increased emphasis on the "problem study" approach in the courses in Economics of National Security and International Relations.

b. Special Stimulation of Cadet Interest.

Cadet interest, special capabilities, and prior education are given outlets in the special advanced courses now offered to about 12 percent of the Second Class in lieu of the regular courses in the History of Modern Europe and America and in the National Government of the United States. By passing a qualifying examination in those subjects, the selected cadets study Russian History, Middle Eastern History, and American Diplomatic History. "Operation Statesman", a role-playing exercise for the upper half of the First Class given near the end of the academic year, continues. All cadets must write one research paper of 3000-6000 words each year they are in the Department. Considerable latitude is allowed the cadets in the choice of subject within areas of interest to the Department, and extensive individual guidance is given by faculty advisers who have special competence in the field or area chosen.

c. Developing Communication Skills and Analytical Ability.

The discussion-seminar method of instruction is used for a major portion of the classroom time. There are special oral reports of 10-15 minutes in which the cadet takes over the instruction of his section on a topic he has volunteered to handle. The monograph project described above entails research and writing over several months. The general policy on testing strives for about one-half the weight of all tests to be of the essay type, thus assuring practice in analysis and synthesis of ideas as well as in writing. The average amount of composition required is about the equivalent of one theme a week.

d. Improvement of Study Materials.

As a general policy, the Department uses standard college textbooks supplemented by current pamphlets, the daily papers and weekly news magazines. Five of the textbooks used have been written by members of the Department. There are also course notebooks, more correctly called workbooks, for each subject. These include identifications, discussion questions, map exercises, and

some material supplemental to the texts, for each lesson. This year has seen the culmination of over two years of effort preparing books of readings keyed precisely to course plans. While the History set of readings is the most elaborate, the total for all courses is approximately 2000 pages. These readings either supplement the text and/or give a point of view different from the text. The readings are in part a substitute for the variegated library references required at most civilian colleges but impractical to require at USMA.

e. Caliber and Preparation of Instructors.

A basic departmental requirement is that an instructor be service motivated, respected as an officer by cadets, capable of intellectual leadership of young men, and very desirous of graduate study and of teaching the social sciences. The normal preparation is two years of education at a leading civilian graduate school. Instructors also attend summer institutes, educational conferences and similar gatherings. One officer attends the summer course at the American University in Beirut, Lebanon, each summer and travels through the Middle East. About one-third of the departmental personnel take courses during the year at Columbia University or some other graduate school. The objective is adequate formal training to teach Department subjects in at least two of the main fields, plus graduate courses in related fields to assure that the officer is able to contribute to both the integration of courses in the Department two-year curriculum and to the cadet extracurricular educational activities sponsored by the Department. Departure of an instructor from the Military Academy does not end the utilization of his special education and training for this assignment. Graduate study, reinforced by the experience of teaching, is the same as that required by the Department of the Army for certain higher staff assignments.

f. Teaching, Testing, and Teaching Aids.

(1) Since the cutting edge of the educational mission is classroom instruction, the Department places continuing emphasis on both instructor preparation and improvement of teaching techniques. Accordingly, there is a continual search for the optimum combination of means and methods to include the traditional USMA ways developed over the years (primarily for the sciences), civilian teaching methods from graduate schools, service school experience, and new developments within the Department. Consistent with the advice of civilian educators and with experience, we have departed somewhat from the USMA tradition of testing and marking at every recitation. By the end of First Class year the upper sections are tested in less than 50% of their attendances, thereby gaining more time for teaching by other means. For the second year the Department has continued to experiment in some Second Class courses with 2 hour and 15 minute final examinations in place of the traditional piecemeal written general reviews.

(2) A long-term program has been instituted to emphasize the use of such teaching aids as maps, charts, graphs, pictures, film strips, vugraph projections, full-length motion pictures, displays by the Museum keyed to the

courses, and other techniques. To indicate the scope of this program over 2000 vugraph transparencies are already stocked and more are being prepared. This program should be greatly facilitated by the move to Thayer Hall upon its completion.

g. Visiting Lecturers.

The Department continues to sponsor a formal lecture on an appropriate topic after approximately every ten advance lessons. A few of these lectures are given by Department personnel, generally the permanent Professors. Most of them are by civilian speakers with a high reputation in the field of their assigned subject. A double dividend is usually gained by these visitors who not only make suggestions pertinent to the departmental program but also conduct an informal seminar for the instructors in addition to the lecture for the cadets.

h. Voluntary Cadet Activities.

The Department assists the administration and substantive activities of the Cadet Debate Council and Forum described in another part of the report. This is a considerable effort, equalling, in officer hours, something more than the routine normal workload of three officers. The Department also supports all other extracurricular educational activities, in the belief that a project which a cadet undertakes voluntarily and on his own initiative is likely to be an especially remunerative endeavor. The Department monitors and advises cadets preparing to compete for Rhodes Scholarships, most of them being interested in pursuing studies in the area of the social sciences.

i. Extra-Academy Contacts.

Since the Department works in fields which are rapidly changing and are not precisely defined, there is a constant race to keep up with new ideas, new methods of instruction and new priorities of course content, without losing ground gained in the past. At a time when there is suddenly a major civilian breakthrough in competent and stimulating writing in areas once thought purely military, it is more useful than ever that all members of the Department belong to at least one learned society in the social sciences field. Some instructors belong to several. In addition, several instructors have been able to complete all work for the Ph.D. except the dissertation before arriving at West Point. This further contributes to closer relationships with a considerable number of graduate schools and civilian undergraduate teachers who were graduate school classmates. The Department has a definite policy of furthering contacts with learned societies, civilian education, business, and government by all its members. Contacts with the Pentagon agencies, the war colleges, other service academies and service schools, the Department of State and other government departments are frequent and routine. An incidental benefit is the provision of a wealth of supplementary materials for instructor use in preparing courses.

j. Conclusion.

National security in this changing age should be the concern of all citizens; it certainly is central to the lifetime profession of those whom we instruct. The Department has accepted the mission of education at an undergraduate level in national policy matters pertaining to national security. This is, of course, not possible in isolation from other USMA activities. There are other departments whose areas of interest impinge importantly on the general development of the cadet in governmental and security policy. Through cooperation with those other Departments, and through the trends discussed in this section, the Department of Social Sciences tries to make more meaningful and comprehensible the future service of our graduates by exposing them to the highest possible level of instructional competence and motivation.

Section III. DEPARTMENT OF TACTICS

a. Administration.

(1) Discipline and Morale. The Corps of Cadets maintained its high standard of morale and discipline. Continued emphasis was placed on the improvement of organizational performance in all areas of cadet activities.

(2) Strength.

(a)	<u>**During Year</u>	<u>30 June 1957</u>
Class of 1957	560	*546
Class of 1958	598	582
Class of 1959	554	520
Class of 1960	794	658

*Includes 541 commissioned, 1 graduated not commissioned (Physical Disability discharge) and 4 foreign cadets graduated (1 granted citizenship and commissioned USAR).

**Total number of cadets who were members of the class during the year including turnbacks and readmitted cadets.

(b) Cadets separated during fiscal year -

Deficiency in conduct	2
Physical Disability	9
Deficiency in Physical Education	8
Deficiency in Academics	88
Deficiency in Academics and PE	7
Deficiency in Aptitude	3
Resignations	63
Honor	17
Habits and Traits of Character	3
Total -	<u>200</u>

Physical Disability	1	Graduated but not commissioned
Foreign Cadets	3	Graduated but not commissioned
Foreign Cadet granted Citizenship		
	1	Graduated and Commissioned in USAR

(3) Leaves.

(a) First Classmen were authorized twelve weekend leaves during the fiscal year with the provision that one-third of the First Classmen in each company be present for duty.

(b) Second Classmen were authorized two weekend leaves during the academic year.

(c) Eligible upper classmen were authorized twelve day Christmas leave and a three day spring vacation.

(4) Branch Assignments, Class of 1957.

(a) The Class of 1957 was commissioned and graduated on 4 June 1957.

(b) Seventy-five percent of the graduates were allotted to the Army and twenty-five percent to the Air Force. The breakdown for the Army was as follows:

	<u>Percent</u>
Armor	10
Artillery	32
Infantry	36
Corps of Engineers	12-1/2
Signal Corps	9-1/2

(c) All Army graduates were required to select airborne and/or ranger training, except those who were physically qualified were permitted to select Army Aviation training instead of or in addition to airborne and ranger training.

(5) Honor.

The Honor Committee performed its duties in keeping with the traditions of the Corps of Cadets. Emphasis was placed on the individual cadet's responsibility for honor interpretations.

(6) Awards.

(a) The unit awards program was continued and expended excellent performance in cadet activities. Awards presented were:

Best Company - All areas of cadet performance
Academic Achievement -

AAA Company Trophy - Company having greatest Corps
Squad participating
Bankers Trophy - Best Company in Intramural Athletics
Regimental C. O. Award - Best Company in Intramural and
Corps Squad Athletics

Drill Streamers -

Outstanding Company Commander Award

(b) Awards were also presented for outstanding performance in
New Cadet Barracks and at Camp Buckner.

(7) Company Assignments.

(a) New Cadets were assigned to companies so as to have as equal
a proportion as possible of the outstanding and marginal performers assigned to
each company.

(b) A small number of Third Classmen were reassigned to new
companies in the fall to insure that each company had an equal number of Third
Classmen.

(8) The Tactical Department continued the program of lowering the
rank and length of service of Company Tactical Officers.

b. Extracurricular Activities.

General. The critical problem of the Extracurricular Program is the
lack of adequate space to meet the minimum requirements of cadet activities.
Even though the Ordnance Compound and the AAA visiting team room were ac-
quired additional space is sorely needed.

(1) Cadet Clubs and Organizations.

(a) The Cadet Special Service Officer supervised fifty-seven ac-
tivities, including three new ones started during the year. The Cardinal Newman
Club, the Astronomy Club and the Fencing Club were authorized and became ac-
tive.

(b) The various clubs and activities continued their meetings,
competitions, trips and other functions. Aggregate membership in all activities
rose to over 5500 cadets.

(c) Outstanding among the activities for the year were:

1. The Debate Council and Forum won an impressive number
of trophies and awards. (See Report of the Committee for Extracurricular Educa-
tional Activities for full details).

2. The Glee Club made several appearances on television,
to include the Ed Sullivan show. The Club received approximately sixty invita-
tions from all types of civilian groups and organizations.

3. The Protestant, Catholic and Jewish Chapel Choirs made trips to various civilian churches and synagogues to participate in their services.

4. The Howitzer and Pointer Staffs were reorganized during the year so that better business procedures would be instituted. Both of these publications as well as Bugle Notes, showed an increase in circulation. The policy change of last year which made the Howitzer the full responsibility of the graduating class has proved very satisfactory.

5. The Water Polo Club continued its outstanding record by winning the Eastern Intercollegiate Championship for the sixth consecutive year.

6. The Pistol Club again had a very successful season with only one loss of five matches.

(2) Off-Post Activities.

(a) There were 211 trips sponsored by cadet activities with from one to 150 cadets participating in each trip.

(b) The colleges and universities which hosted "away" football games provided recreation after the games for cadets.

(c) The Annual Dinner at Gimbel's Department Store and the Ball at the Benjamin Franklin Hotel were arranged for after the Army-Navy Game in Philadelphia.

(d) Special arrangements were made through the Armed Services Hospitality Committee in Washington, D. C., for an Inaugural Ball in the Presidential Arms.

(3) Cadet Hostess Office.

During the year authorization was granted for a third Cadet Hostess to assist in handling increased workload. The Hostesses continued their program of assisting cadets with their social and personal problems; of furnishing advice on all social and recreational matters, and of instructing cadets in Customs and Courtesies of the Service. The office suffered a great loss in the death of Mrs. Doris S. Barth, the Senior Cadet Hostess, in June 1957.

(4) Operations of the Cadet Extracurricular Activities Office.

(a) The most productive accomplishment of the year was the obtaining of approval for the acceptance of the Unit Fund portion of Central Welfare Funds for the Corps of Cadets. This led to a consolidation of funds available for cadet recreation and resulted in a net gain of approximately \$350.00 per month to be devoted to the program.

(b) Weekly hops were made more attractive for the cadets and their guests by augmenting and varying the refreshments served to include sandwiches, special soft drinks, snacks and pastries.

(c) Plans have been formulated for an additional facility similar to the Weapons Room where cadets and their guests may get together for informal

dancing, snacks and lounging. This new facility will be located in a building adjacent to the parade ground and redecoration and rehabilitation will be started as soon as funds are made available. This room will be reserved for use of the First Class and their guests and the Weapons Room will be reserved for the Second and Third Classes.

(d) A roller skating program will begin next fall. One hundred pairs of skates have been purchased.

(f) The office expended approximately \$50,000.00 during the year on recreation facilities, furnishings and sports equipment.

(g) The personnel assigned to the Extracurricular Activities Office was increased by one civilian whose full time duties encompass the storage, issue, maintenance and repair of property.

(5) Cadet Special Programs Committee 1956 - 1957.

(a) The Special Programs Committee is a cadet sponsored organization which obtains and sponsors special entertainment for the Corps of Cadets.

(b) Shows presented by the Committee during the Academic Year 1956 - 1957 were: Roger Williams, Pianist; Duke Ellington and his Orchestra; Four Freshmen Quartet; and a variety show.

c. Training.

During the period 1 July 1956 to 30 June 1957 the cadet military instruction was in accordance with the Four-Year Cadet Military Program of Instruction.

(1) Military Instruction. Class of 1957.

(a) Summer of 1956.

1. The Class received instruction on the latest developments in arms, equipment and tactics at Wright-Patterson Air Force Base (Air Force); at Fort Sill, Oklahoma (Guided Missile and Artillery); at Fort Bliss, Texas (Guided Missile and AAA); at Fort Knox, Kentucky (Armor); at Fort Belvoir, Virginia (Engineer) and at Fort Monmouth, New Jersey (Signal).

2. About two-thirds of the class were assigned command and instructor duties with the Class of 1960 (New Cadet Barracks) at West Point.

3. About one-fourth of the class was assigned command and instructor duties with the Class of 1959 at Camp Buckner.

4. About one-tenth of the class was assigned as junior officers to the Army Training Center, Fort Dix, New Jersey.

(b) Academic Year.

1. The instruction included courses in Dismounted Drill, Junior Officer's responsibilities, Company Administration, Map Reading, Air Force

Organization of the Armed Forces, and Careers in the Army or Air Force.

2. After Christmas, members of the First Class who did not have command positions were assigned as temporary officers during two periods of six weeks each. These temporary chains of command occupied all command positions in the companies and served as members of the battalion staffs.

(2) Class of 1958.

(a) Summer of 1956.

1. Naval Training. This class received a broad basic training in the missions, roles, organization, capabilities and limitations of the United States Navy. Cadets received their training on a battleship, carrier and cruiser, and ashore. They also received instructions on amphibious operations.

2. Transportation Corps training on the roles and missions was received by the Class at Fort Eustis, Virginia.

3. Quartermaster training on the roles and missions was received by this Class at Fort Lee, Virginia.

4. Army Aviation training to include flights in Army aircraft.

5. The Class received two weeks of Infantry-Armor-Artillery team training at Fort Benning, Georgia. Instruction was presented on Airborne and Ranger operations.

6. The Class received two weeks of Air Force training at Maxwell Air Force Base, Alabama, and at Eglin Air Force Base, Florida.

7. Engineer Corps training on the roles and missions was received by the Class at Fort Belvoir, Virginia.

8. Signal Corps training on the roles and missions was received by the Class at Fort Monmouth, New Jersey.

(b) Academic Year.

The Instruction included courses in Dismounted Drill, Organization and Operations of the Rifle Company, Armor, Artillery (AA) and Guided Missiles, and Army Aviation.

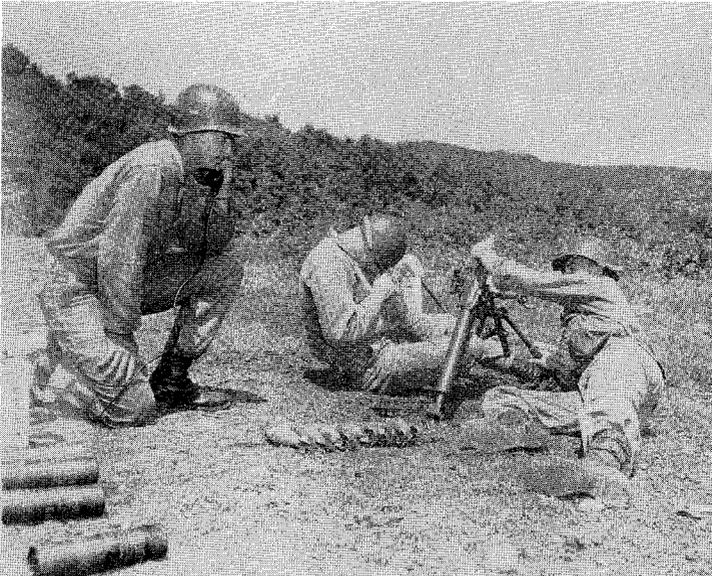
(3) Class of 1959.

(a) Summer of 1956.

Upon return from leave, the Class of 1959 moved to Camp Buckner for individual and squad field training and received instruction in Armor, Artillery, CBR, Engineering, Squad and Platoon Tactics, Military Police, Patrolling, Map Reading, Quartermaster, Signal, Transportation, Military Courtesy, Interior Guard and Weapons Firing, to include qualification firing of M1 rifle and indoctrination firing of machine gun, pistol, automatic rifle, grenades, mortars, recoilless rifle (sub-caliber), and rocket launcher.



Members of the Second Class participating in a training exercise during summer training at Fort Benning, Georgia.



Members of the Third Class firing mortars during summer training at Camp Buckner.

(b) Academic Year.

The Class received instruction in Dismounted Drill, Basic Tactics and Techniques of the Infantry and Armored Infantry Platoons, Air Force, and Army Aviation.

(4) Class of 1960.

(a) Summer of 1957.

During New Cadet Barracks this Class received basic individual training, being oriented and motivated for a lifetime career in the military service. The new cadet detail was responsible to insure that each new cadet received a complete meal at each meal in the dining hall. The Class of 1960 gained weight during the month of August.

(b) Academic Year.

This Class received instruction in Dismounted Drill, Map Reading, Basic Weapons, Tactics of the Rifle and Weapons Squads, Armor, Field Artillery and AAA, Roles and Missions of the Engineer and Signal Corps, Social Conduct and Military Courtesy.

(5) Changes Initiated During 1956 - 1957.

(a) Cadet Drill was retained because of its distinct value as a training exercise and the advantages it offers in improving the appearance of the Corps at formations and ceremonies.

(b) The number of stations visited on the First Class Training trip was reduced to four in order to allow more training time at each station.

(c) Training at Camp Buckner was reduced 20% to provide a recreational period late each afternoon.

(d) Planning has been completed on "Operation Equality" which is the project to be started with the Class of 1961 with the objective of eventually obtaining an even distribution of abilities and height in each company in the Corps. Plans call for an across-the-board assignment of cadets in the following areas upon entrance of the class in July:

Scholastic aptitude.

Physical ability.

Leadership potential.

Height - within the limits of a three inch variation on either side of the present company average.

Athletics - known athletes of Corps Squad potential.

(e) Following the period of New Cadet Barracks and upon assignment of the class to permanent lettered companies, a further distribution will be made based upon the following criteria:

Aptitude potential - as determined by performance.
Potential resignees - as determined by positive indication
of such intentions.

(6) Miscellaneous Activities.

(a) Football Trips. The Corps attended the Army-Navy game at Philadelphia and the Columbia University game at New York. The First Class visited Ann Arbor for the University of Michigan game. The First Regiment attended the Syracuse University game at Syracuse and the Second Regiment attended the University of Pittsburgh game at Pittsburgh.

(b) Boy Scout Day. About 17,000 Boy Scouts were conducted on tours of the Post by Cadets, followed by the Corps Review on the Plain.

(c) During Christmas Week the Department of Tactics sponsored the following activities for Fourth Classmen, parents and friends:

1. Open House, orientation program and Christmas Dinner in the Dining Hall.

2. Schedule tours of the Dining Hall and Cadet Store.

(d) The First and Second Class participated in the Inauguration Parade in Washington, D. C., on 21 January.

(e) Exchange Visits. Second Classmen of the Military and Naval Academies exchanged weekend visits. On the same weekends selected ROTC Students and Merchant Marine Academy personnel visited West Point.

(f) Under the supervision of the Department of Tactics, USMA Officers were appointed to serve as advisors to the West Point Candidate Testing Boards.

(g) The Corps participated in the Armed Forces Day Parade in New York City on 18 May.

(h) Cadets assisted in training the New York National Guard while on leave during August.

d. Supply.

(1) Painting and rehabilitation of South Barracks was accomplished with Fiscal Year 1956 funds to include:

(a) Painting of all rooms, hallways, latrines and basements.

(b) General repairing and painting of hallways, doors and stairs.

(c) General repairing of plumbing, latrines and radiators.

(2) Completed repainting of all furniture in cadet barracks at Camp Buckner.

(3) Painting and rehabilitation of cadet room furniture is accomplished as required.

(4) 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. MATS provided airlift for cadets desiring to visit various overseas theaters.

(5) Organization Equipment.

(a) At the annual Ordnance inspection all Ordnance equipment was found to be in satisfactory condition.

(b) Six hundred (600) Dress Bayonets and Nine Hundred (900) scabbards are being refinished by Ordnance.

(6) Utilization of Facilities. Cadet Barracks continue to be extremely overcrowded. The cadet room which was designed to accommodate two normally house three, and in some cases, four cadets which results in unsatisfactory study and living conditions. Fifty-five (55) divisions were used as barracks with twenty-four (24) orderly rooms, one per company. Room assignments during the year were as follows:

(a) First Semester - 76 two-man rooms; 700 three-man rooms and 53 four-man rooms.

(b) Second Semester - 167 two-man rooms; 639 three-man rooms and 3 four-man rooms.

(7) Changes Initiated During 1956-57.

(a) Class of 1957 purchased tropical worsted or gabardine summer uniforms, blues and the new Army green prior to graduation. Emphasis was placed on tailor-made, well fitted uniforms.

(b) Maximum amount of loan available for the purchase of a car by the graduating class was increased to \$1,700.00 due to increase in price of cars.

e. Military Psychology and Leadership.

(1) Cadet Instruction. During the period this office presented three courses of instruction:

(a) Third Class (Class of 1959), Basic Psychology, 27 hours. This is a basic course in Psychology which acquaints cadets with the principles and concepts of human behavior. The course includes five broad areas; growth and development; motivation, emotion and adjustments; learning, perceiving and thinking; individuality; and personal and social problems. The material was presented through twenty-seven section room discussion periods.

(b) Second Class (Class of 1958), Military Instructor Training, 44 hours. This course assists the second classman to prepare for his role as a leader in the Corps of Cadets as well as presenting to him material of assistance as a military instructor after he becomes an officer. The course consisted of seven lectures and demonstrations and twenty-seven section room periods of one hour and twenty minutes each. During the section room periods each cadet prepared and presented the following assignments at least once.

A 30-minute lesson on an approved military subject.

A 15-minute lecture.

A critique of another cadet's presentation.

An impromptu talk.

A theater talk.

(c) First Class (Class of 1957) Leadership, 51 hours. This course was broken down into three components, Military Management, Military Personnel Management and Principles and Techniques of Leadership. In the Military Management Course the Class discussed management in the military including the basic principles of planning, organizing, directing, controlling and coordinating. This course was augmented by a guest lecturer. The Military Personnel Management Course included material on organization for personnel management, recruitment and instruction, classification and assignment, tests and testing, counseling and guidance, rotation and replacement systems, personnel services, merit rating systems, promotion, separation and retirement. This course was presented through section room discussion periods supplemented by two guest lecturers. The principles and Techniques of Leadership Course used group discussions, role-playing technique, problems films, and four guest lecturers to present material on ten principles of leadership.

(d) Aptitude for the Service System. In August 1956 the Commandant of Cadets directed that the Director, Military Psychology and Leadership assume responsibility for the operation and administration of the Aptitude for the Service System. During the year, Aptitude ratings and board hearings were held in accordance with the booklet entitled "The Operation and Administration of the Aptitude for the Service System, USMA, 1956". At the semi-annual ratings in December 1956, the members of each cadet company rated only the members of classes in their companies junior to them. In April 1957 each cadet rated each of his own classmates in his company as well as those junior to him. This system was adopted as the result of study conducted in which it was found that:

1. More ratings are desirable for the First Class.

2. Additional peer ratings obtainable at Camp Buckner are needed.

3. Cadets are most confident of their ratings of their own classmates.

(e) Research. In October 1956 a research committee was appointed. The mission of that committee is to plan a research program, develop policy guidance necessary to its effective execution and review and recommend on the results. The Director of the Office of Military Psychology and Leadership is charged with the detailed planning, supervision, control and execution of the research program. In accordance with the mission and objective of the research program this office undertook the following projects:

1. Coordination with Personnel Research Bureau, The Adjutant General's Office, on a candidate personal inventory. This inventory was administered to all candidates for the Class of 1961.

2. Preparation, distribution and processing of a questionnaire on the broad aspects of the Aptitude System. This questionnaire was administered to all classes in December 1956.

3. Preparation and distribution in May 1957 of a questionnaire to all graduates of the Classes 1900 to 1955. This questionnaire designed to elicit views and opinions of graduates will be processed during the year 1957-58.

4. Preparation and processing of a questionnaire administered to the Class of 1957 designed to ascertain the views of the Class on many aspects of cadet life.

(f) Miscellaneous.

1. The Fourth Class Sponsor Program, in which officers of the Post sponsor new cadets, was administered as in previous years.

2. The First Class Advisory Program, inaugurated in 1954, was administered during the spring after branch selections had been made.

3. The Office of Military Psychology and Leadership monitored the activities of the Cadet Public Relations Council, an activity which was organized at the beginning of 1954. The council provides cadet speakers for certain high schools, boys' clubs, civic groups and National Guard units, with the mission of interesting qualified men in applying for admission to the Military Academy. The typical program was one hour in length, consisting of a 15 to 20-minute talk, a showing of the 25-minute film - "The Making of a West Pointer", and a question period in the time remaining. In June, July and August of 1956, cadet speakers appeared before National Guard units in the First, Second and Third Army areas while these units were in summer training. The principal trip of the year involved twenty-two cadets who visited ten areas at the time of the cadet spring leave in March 1957. During the year it is estimated that cadets spoke before 60,000 young men of high school age and made several television and radio appearances. In 1955 the Military Academy first participated in the American Legion project called "Boy's State". This year 34 cadets attended thirty-three "Boy's

State" meetings and talked to approximately 12,000 outstanding high school boys.

4. The Dwight D. Eisenhower Award for Excellence in Military Psychology and Leadership courses, donated by Mr. Charles P. McCormack, was presented by the Superintendent to Cadet Charles H. Cooper, Class of 1957.

f. Physical Education.

(1) Cadet Instruction. The Physical Education Program was divided into three phases - instructional classes, intramurals for all cadets not on intercollegiate teams, and special classes for cadets in need of additional instruction.

(a) Instructional Classes.

1. Fourth Class.

a. During the summer the Fourth Class received twelve periods of conditioning exercises, four periods of rifle exercises, and twenty-seven periods of sports instruction.

b. During the academic year the Fourth Class received one hundred and twenty-one periods of instruction in boxing, wrestling, swimming, gymnastics, golf, tennis and command voice.

2. Second Class.

The Second Class received seventeen hours of instruction on coaching techniques and instructor training.

4. First Class.

The First Class received approximately eight hours of summer detail instructor training conditioning exercises, mass athletics, and command voice; and seven hours of instruction on physical training administration.

(b) Intramural Athletics.

1. The intramural program was designed to afford recreation, conditioning, broad sports knowledge, basic athletic skills, and provide experience in training, coaching, officiating and administering an athletic program.

2. The program was organized, directed and supervised by the Office of Physical Education but administered by the cadets. First Classmen were prepared for their assignments by past experience and the coaching technique and instructor training courses of the Second Class year. First Classmen served as cadets-in-charge of sports, company athletic representatives, coaches and officials. Second Classmen served as assistant athletic representatives and coaches.

3. The program was divided into three seasons:

a. Fall - Football, golf, lacrosse, tennis, cross-country and track
20 periods (25 hrs)

b. Winter - (Unrestricted - about 68 percent of eligible cadets participated. 30 percent of the Corps played on Corps Squads.) - Basketball, boxing, handball, rifle, squash, swimming, volleyball and wrestling.

16 periods (20 hrs)

c. Spring - Cross-country, soccer, softball, tennis and water polo

16 periods (20 hrs)

4. Attendance by regiment was scheduled twice a week.

Other practices were voluntary on the cadet's free time. The unit of competition was the company and the regimental champions played each other to determine the Corps Champion. The intramural program gives the cadet playing experience in approximately ten different sports during four years.

(c) Special Classes.

1. Special Swimming.

a. The program was to provide additional instruction for very weak swimmers and non-swimmers. Special swimmers were required to attend instruction twice weekly throughout the academic year until they met minimum requirements.

b. Cadets were assigned to Special Swimming if they failed to meet required standards. Release was granted when the cadet could swim satisfactorily two of the four basic strokes and could swim 160 yards in five minutes or to swim 440 yards or to swim continuously for twenty minutes, using at least two strokes for 40 yards each.

2. Posture and Correctives. Corrective exercises were given to individual cadets having remediable postural defects. Frequent 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.

3. Weight Training Program. Certain cadets who demonstrated poor physical efficiency (strength, endurance, and coordination) along with underweight cadets were assigned to a special weight training program.

4. Reconditioning Program.

a. 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 re-injury by prescribing special exercises for them to do.

b. 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.

5. Physical Fitness Training (First Class). To prepare First Classmen to meet the physical requirements of young officers, additional emphasis was placed on their physical training. All First Classmen were required to meet special minimums in order to pass the Army's Physical Fitness Test. The

minimums were: pull ups, 7; squat jumps, 54; push-ups, 30; sit-ups, 45 in two minutes; and 250 yard shuttle run in less than 53 seconds and score a minimum point total of 300 points. Since some members of the class failed the initial test, a special training program was instituted until all First Class cadets had met the minimums except cadets medically excused by the surgeon.

(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 averaged approximately ten dollars (\$10.00) per cadet.

(3) Changes Initiated During 1956 - 1957.

(a) The so called "slide for life" (Buckner Slide) was built and maintained by the Second Regiment, USCC, and supervised by the Office of Physical Education. It was one material manifestation of a plan to foster confidence and develop courage among the cadets of the Third Class. All the cadets made the slide at least twice during their summer training.

(b) The obstacle course was run by all classes in November as well as in March. This additional Fall test period was introduced to encourage the cadets to improve their fitness earlier in the year. Improved scores during the spring testing appear to substantiate this program.

(c) The Second Class took the physical fitness test in lieu of the physical ability test in March. This change was made since the former is generally a measure of physical condition and the latter more a measure of physical ability. The physical fitness test is a more appropriate measure of the Second Class physical education program.

(d) Cadets of the Third Class deficient at the end of the First Semester were required to take the term-end examination, since the running of the Obstacle Course (par. (b) above) along with other available grades provided sufficient grades to support a finding of deficiency. Deficient cadets of other classes continued to take the term-end examination only at the end of the second semester.

(e) Physical ability requirements for candidates seeking admission were raised.

Section IV. LECTURES

DEPARTMENT OF ELECTRICAL ENGINEERING (2)

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
19 Jan 57 0755-0915 1035-1155	Mr. R. G. Slauer Product Sales Manager Sylvania Electric Products, Inc.	"Modern Trends in Elec- trical Illumination"	2nd
22 Mar 57 0755-0915 1035-1155	Lt Col E. P. Yates, CE, Deputy Special Asst. of Nuclear Power, Office of the Chief of Engineers, Wash., D. C.	"Nuclear Reactors"	2nd

DEPARTMENT OF ENGLISH (3)

12 Sep 56 1910-2010	Maj Gen Charles T. Lanham, Ret Vice-Pres, Penn-Texas Corp	"The Moral Core of Mili- tary Strength"	1st
23 Jan 57 1910-2010	Dr. James Muilenburg, Davenport Professor of Hebrew and Cognate Languages, Union Theo- logical Seminary	"The Dead Sea Scrolls"	3d
22 Apr 57 1910-2010	Mr. Bruce Catton Civil War Historian, Editor, <u>American Heritage</u>	"The Civilian Soldier in the Civil War"	4th

DEPARTMENT OF FOREIGN LANGUAGES (5)

9 Feb 57 0925-1025	Mr. Claude Bourcier Dean of the French School, Middlebury College, Vt.	"Some Aspects of French Civilization"	3d (French)
25 Feb 57 0925-1025	Mr. Vincent Guilloton Professor of French Smith College	"French Soldiers in America"	3d (French)
25 Feb 57 0925-1025	Lt Col Ernst M. Paulsen, Asst Military Attache German Embassy, Wash., D. C.	"The New German Army"	3d (German)

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
17 Apr 57 0925-1025	Herr Axel von dem Bussche, Sec'y, Political Section, German Embassy, Wash., DC	"Political and Economic Situation of Present-day Germany"	3d (German)
8 May 57 1910-2010	Mr. Pierre Tisseyre Author of the text "55 Heures de Guerre" used in 3d CI French Course at USMA	"55 Heures de Guerre" (55 Hours of War)	3d (French)

DEPARTMENT OF MECHANICS (3)

3 Nov 56 0755-0915	Mr. Neil MacCoull, retd, formerly of Texas Research Labs, Beacon, N. Y.	"The Thermodynamics of the Automobile"	2d
13 Feb 57 0755-0915 1035-1155	Dr. J. P. DenHartog, Professor & Head of Dept of Mechanical Engineering, Mass. Inst. of Technology, Cambridge, Mass.	"Mechanical Vibrations"	2d
29 May 57 0755-0915 1035-1155	Dr. H. Guyford Stever Assoc. Dean of the School of Engineering, Mass. Inst. of Technology, Cambridge, Mass.	"Problems of Supersonic Flight"	2d

DEPARTMENT OF MILITARY HYGIENE (11)

14 Sep 56 1300-1400 1415-1515	Lt Col Gerald M. McDonnel MC, Office of the Surgeon General, Wash., DC	"The Medical Aspects of Nuclear Warfare" Part I	1st
21 Sep 56 1300-1400 1415-1515	Lt Col Spurgeon Neel, MC, Medical Plans & Operat- ions Div., Office of the Surgeon General, Wash, DC	"The Medical Aspects of Nuclear Warfare" Part II	1st
28 Sep 56 1300-1400 1415-1515	Col John R. Hall, Jr., MC, Prev Med Div, Office of The Surgeon General, Wash, DC	"Environment in Rela- tion to Military Operations"	1st

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
5 Oct 56 1300-1400 1415-1515	Col Albert J. Glass, MC Neuropsychiatry Div, AMS Graduate School, WRAMC Wash., DC	"The Psychiatric Aspects of Nuclear Warfare"	1st
2 Nov 56 1300-1400 1415-1515	Maj Gen James P. Cooney MC, The Deputy Surgeon General, D/A, Wash., DC	"Responsibilities of the Commander and Surgeon for Battle Casualties"	1st
11 May 57 13 May 57 0925-1025	Col J.R. Hall, MC, Office of the Surgeon General, Wash., D. C.	"Communicable Diseases- Nature and Mode of Trans- mission" Part I	3d
14 May 57 15 May 57 0925-1025	Col J.R. Hall, MC, Office of The Surgeon General, Wash., DC	"Communicable Diseases- Military Significance" Part II	3d
16 May 57 17 May 57 0925-1025	Col J.R. Hall, MC, Office of The Surgeon General, Wash., DC	"Communicable Diseases- Prevention and Control" Part III	3d
23 May 57 0925-1025	Dr. E. A. Strecker, Phila- delphia, Pa.	"The Men You Will Com- mand"	3d
24 May 57 0925-1025	Dr. E. A. Strecker, Phila- delphia, Pa.	"Alcohol and Drugs"	3d
27 May 57 0925-1025	Col A.J. Glass, MC Neuropsychiatry Div., AMS Graduate School, WRAMC, Wash., DC	"Psychiatry"	3d

DEPARTMENT OF MILITARY TOPOGRAPHY AND GRAPHICS (3)

18 & 19 Feb 0800-0930 1000-1130	Mr. Finn E. Bronner, Military Geology Br., US Geological Survey, Wash. DC	"Introduction to Geology"	4th
20 & 21 Feb 0800-0930 1000-1130	Mr. Finn E. Bronner, Military Geology Br., U. S. Geological Survey, Wash., DC	"Historical Geology and the Military Applications of Geology. "	4th

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
10 & 11 Apr 1900-2000	Mr. T. D. Nicholson, Associate Astronomer, The Hayden Planetarium, New York, N. Y.	"Astronomy in Every- day Life"	4th

DEPARTMENT OF ORDNANCE (15)

18-19 Sep 56 Class Period	Brig Gen A. P. Taber Deputy Commander Aberdeen Proving Ground, Md.	"Non-Ferrous Metals and Alloys"	1st
10-11 Dec 56 Class Period	Col Wm. L. Clay Office, Chief of Ord. Wash., D. C.	"Artillery Research and Development"	1st
19-20 Dec 56 Class Period	Lt Col R. E. Rayle Springfield Armory Springfield, Mass.	"Small Arms Develop- ment"	1st
14 Jan 57 0930-1030	Rear Adm R. S. Withington, Chief, Bureau of Ord., Wash., D. C.	"Naval Ordnance Activi- ties"	Top 1/3 of 1st
16 Jan 57 0930-1030	Mr. Louis Polk, Vice President in Charge of Technical Divs and Com- mittees, American Ordnance Association, and President of The Sheffield Corp., Dayton, Ohio	"The Ordnance-Industry Team"	Top 1/3 of 1st
17 Jan 57 Class Period	Mr. G. J. Huebner, Jr., Ex- ecutive Engineer for Re- search, Chrysler Corp., Detroit, Mich.	"Automotive Applications of Gas Turbines"	1st
18 Jan 57 Class Period	Lt Col Wm. D. Jones Chief, Operations Office, Weapons Guidance Lab., Wright-Patterson Air Force Base	"Fire Control Design for Fighter Aircraft"	1st
28-29 Mar 57 Class Period	Col Wm. L. Clay, Office Chief of Ord., Wash, DC	"Artillery Research and Development"	1st

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
9-10 Apr 57 Class Period	Lt Col G. P. Grant, Chief Small Arms Branch, Re- search and Development, Office, Chief of Ord, Wash., DC	"Small Arms Research and Development"	1st
23-24 Apr 57 Class Period	Lt Col M. G. Bekker, Technical Director, Land Locomotion Research Br., Detroit Arsenal, Center Line, Mich.	"Some Fundamentals of Land Locomotion"	1st
23-24 Apr 57 Class Period	Mr. R. M. Murray, Hughes Aircraft Co., Culver City, Calif.	"Aircraft Interceptor System"	1st
7-8 May 57 Class Period	Dr. Walter R. Dornberger, Bell Aircraft Corp., Buffalo, N. Y.	"Guided Missiles"	1st
21 May 57 Class Period	Col Lulejian and Lt Col E. P. Wynne, Air Research and Development Com- mand, Baltimore, Md.	"Air Force Ordnance Activities"	Top 1/3 of 1st
23 May 57 Class Period	Lt Gen E. L. Cummings Chief of Ordnance, Wash, D. C.	"Army Ordnance"	Top 1/3 of 1st
25 May 57 Class Period	Lt Col John F. Freund Weapons Systems Evaluation Group, Office of the Secretary of Defense, Wash., DC	"Current Guided Missiles of the Army, Navy, and Air Force"	1st

DEPARTMENT OF SOCIAL SCIENCES (14)

9 Oct 56 1910-2030	Mr. Geo. W. Brooks, Director of Research, Int'l Brotherhood of Pulp, Sulphite and Paper Mill Workers	"The Role of Labor in in an Expanding Economy"	1st
13 Nov 56 1910-2030	Mr. Robt. V. Roosa, Vice Pres., Federal Reserve Bank of N. Y.	"Federal Reserve Credit Control"	1st

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
26 Nov 56 1910-2030	Dr. Preston James, Prof. of Geography, Syracuse University	"Introduction to the Regional Study of Geography"	2d
10 Dec 56 1910-2030	Dr. Paul A. Samuelson, Prof. of Economics, M. I. T.	"Problems of Economic Growth & Development"	1st
8 Jan 57 1910-2030	Dr. Hans Kohn, Prof. of History, CCNY	"Russia Prior to 1917"	2d
18 Jan 57 1910-2030	Dr. Arthur Flemming, Director of Office of De- fense Mobilization	"Mobilization Readiness"	1st
18 Jan 57 1300-1400	Mr. Wm. J. Sullivan, Special Agent, FBI	"Communism in the United States"	2d
18 Feb 57 1910-2030	Mr. Frank Pace, President, Gen'l Dynamics Corp.	"Science and Technology in Mobilization"	1st
13 Mar 57 1910-2030	Mr. Carl Harr, Deputy to the Asst. Secy of De- fense for Int'l Security Affairs	"National Strategy and Foreign Policy"	1st
19 Mar 57 1910-2030	Dr. Knight Biggerstaff Chairman, Dept of Far Eastern History, Cornell University	"The Vitality of the Confucian Tradition"	2d
22 Mar 57 1300-1400 1415-1515	Capt Timothy Osato former Asst. Prof., USMA	"China's Traditions"	2d
15 Apr 57 1910-2030	Mr. Ed Wright, Foreign Service Institute, Depart- ment of State	"The Middle East"	1st
18 Apr 57 1910-2030	Dr. Sigmund Neumann, Prof., Wesleyan Univ.	"European Political Parties"	2d
15 May 57 1910-2030	Mr. G. F. Reinhardt, Counsellor, Dept of State	"Security Aspects of S. E. Asia"	1st

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
16 May 57 1910-2030	Dr. David J. Dallin, Lecturer and Expert on Soviet Russia	"Russia and Her Satel- lite Empire"	2d

DEPARTMENT OF TACTICS (24)

2 Nov 56 1910-2010	Col Coy L Curtis, D/C for Army Reserve and ROTC Affairs, w/Col. R. C. Dickens and Maj C. J. Bennett	"Orientation on the Army Reserve Program"	1st
5 Nov 56 1910-2010	Maj Gen Donald W. McGowan C/ArmyDiv, National Guard Bureau, w/Col Strait, Capt Guss and Capt Hogarty	"The National Guard of the United States"	1st
19 Nov 56 1910-2010	Maj Gen James D. O'Connell, C/Sig Officer U. S. Army	"Organization and Missions of the Signal Corps"	1st
27 Nov 56 1910-2010	Brig Gen Howard Ker, D. Mil Opns, Office of C/Engr, U. S. Army	"Organization and Missions of the Corps of Engineers"	1st
24 Jan 57 1910-2010	Mr. John J. McCarthy, Consultant, General Electric Company	"A Basic Approach to Personnel Management"	1st
25 Jan 57 1910-2010	Col Frank H. Linnell, OACS/G3 DA; and Lt Col Bernard W. Rogers, OCSA	"The Missions of the United States Army, (Film and discussion - classified SECRET)	1st
31 Jan 57 1910-2010	Maj Gen J. L. Richardson, Jr. C/US Army Career Management Division	"Army Career Conference"	1st
1 Feb 57 1910-2010	Dr. Shane MacCarthy, Exec Dir/President's Council on Youth Fitness	"The Problems of Youth Fitness"	1st & 2d
4 Feb 57 1910-2010	Maj Gen Raymond J. Reeves, C/USAF Career Management Division	"U. S. Air Force Career Conference"	1st

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
7 Feb 57 1910-2010	Col Hallett D. Edson D/Dir of Army Aviation Office of D/CS, Mil. Opns.	"Army Aviation Career Conference"	1st
12 Feb 57 1910-2010	Maj Gen John B. Medaris CG, Army Ballistic Missile Agency	"The Army Ballistic Missile Program" (SECRET)	1st
19 Feb 57 1910-2010	Lt Gen Lewis B. Hershey, Director of Selective Service	"Selective Service"	1st
27 Feb 57 1910-2010	Colonels M. A. Tinchler, J. H. Hay, Jr., E. P. Lasche, and Mr. J. W. Holman Representatives of Army Coop Fire Association	"Problems of Personal Property Insurance and Personal Property Coverage"	1st
11 Mar 57 1910-2010	Lt Gen Bruce C. Clarke, CG, Seventh U. S. Army Germany	"Leadership" (2d Class- men who were proficient in academics attended on a voluntary basis)	1st
21 Mar 57 1910-2010	Maj Gen Guy S. Meloy Chief of Info and Ed Div, DA	"Public Information Activities"	1st
27 Mar 57 1910-2010	Rev. Murdo E. MacDonald, former Parachutist(British Army) and later Chaplain of Stalag Luft 3	"Spiritual Aspects of Leadership"	1st
2 Apr 57 1910-2010	The Honorable Frank H. Higgins, Asst. Secy of the Army (Logistics)	"Logistics and the Modern Army"	1st
8 Apr 57 1910-2010	Maj Gen E. C. R. Lasher, Exec Dir/Mil Traffic Management Agency; and Brig Gen Roy T. Evans, Jr., DD, Army and Air Force Exchange Service	"Orientation Lectures on Careers in the Quarter- master and Transportation Corps"	1st
16 Apr 57	Brig Gen Creighton W. Abrams, CS, D/Asst C/S for Reserve Components	"Personal Reflections on Leadership"	1st

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
18 Apr 57 1910-2010	Maj Gen W. H. Maglin, the Provost Marshal General and Brig Gen G. W. White Office of Manpower, Office of Chief of Ordnance	"Orientation Lectures on Careers in the Mili- tary Police and Ordnance Corps"	1st
22 Apr 57 1910-2010	Maj Gen H. W. Crandall, C/ of Finance; and Maj Gen W. M. Creasy, C/ Chemical Officer	"Orientation Lectures on Careers in the Fi- nance and Chemical Corps"	1st
30 Apr 57	Brig Gen T. C. Rogers, Cmdt of ROTC, Maxwell AFB, Ala.	"Leadership as Applied to the Squadron Level"	1st
14 May 57 1910-2010	Lt Gen James M. Gavin, Chief of Research and Development, DA	"Leadership in the Service"	1st
24 May 57 1910-2010	Maj Gen E. N. Harmon (Ret) President of Norwich University	"Leadership Experiences"	1st
KERMIT ROOSEVELT MEMORIAL LECTURE (1)			
5 Apr 57	Gen Sir Charles F. Keightley, G. C. B., K. B. E., D. S. O., Great Britain	"The Young British Officer"	All Classes
WEST POINT FORUM SUNDAY EVENING LECTURE SERIES (3)			
30 Sep 56 1845-2000	Mrs. Anna Eleanor Roosevelt	"The Value of American Foreign Assistance"	All
4 Nov 56 1845-2000	Dr. Ronald Bridges Religious Advisor USIA	"The Christian Basis of American Ideology"	All
16 Dec 56	Bishop Fulton J. Sheen	"Communism and the Constitution"	All
CADET SEMINAR ON COMPARATIVE RELIGION (8)			
10 Mar 57 1900-2030	Dr. Daisetz Suzuki Columbia University	"Zen Buddhism"	Forum Members

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
17 Mar 57 1900-2030	Dr. Arthur Jeffery, Union Theological Seminary	"Islam"	Forum Members
24 Mar 57 1900-2030	Dr. John B. Noss, Franklin and Marshall College	"Hinduism"	Forum Members
31 Mar 57 1900-2030	Dr. Charles Iglehart Union Theological Seminary	"Shinto"	Forum Members
7 Apr 57 1900-2030	Dr. William T. DeBarry Columbia University	"Confucianism"	Forum Members
14 Apr 57 1900-2030	Rabbi Norman Kahan Temple Beth Jacob Newburgh	"Judaism"	Forum Members
21 Apr 57 1900-2030	Father George B. Ford Corpus Christi Roman Catholic Church, N. Y. C.	"Catholicism"	Forum Members
28 Apr 57 1900-2030	Dr. Richard Neibuhr Yale Divinity School	"Protestantism"	Forum Members

STUDENT CONFERENCE ON UNITED STATES AFFAIRS (2)

5 Dec 56 1600-1715	Mr. C. Tyler Wood Asst. to Director, ICA	"United States National Security Problems" (Keynote Speech)	1st and 2d
7 Dec 56 2000-2045	General Maxwell D. Taylor, Chief of Staff, United States Army	"Military Aspects of National Security" (Banquet Speech)	Group

SUMMARY OF LECTURES BY GUEST SPEAKERS

<u>ACTIVITY</u>	<u>NO. OF LECTURES</u>
Kermit Roosevelt Memorial Lecture	1
Department Sponsored	77
Special Activities	13
Total -	91

LECTURES BY USMA FACULTY MEMBERS

<u>DEPARTMENT</u>	<u>NUMBER</u>	<u>CLASS</u>
Electrical Engineering	14	2d
English	3	3d
	3	4th
Sub Total	6	
Foreign Languages	24	3d
	2	4th
Sub Total	26	
Law	1	1st
Mathematics	1	3d
Mechanics	3	2d
Military Art and Engineering	18	1st
Military Hygiene	1	1st
	5	2d
	12	3d
	7	4th
Sub Total	25	
Military Topography and Graphics	12	3d
	3	4th
Sub Total	15	
Ordnance	6	1st
Physics and Chemistry	7	3d
Social Sciences	2	1st
	5	2d
Sub Total	7	
Tactics (Panel discussions)	2	1st
	5	2d
Sub Total	7	
Total	136	

SUMMARY BY CLASS OF ALL REQUIRED LECTURES

First Class	85
Second Class	46
Third Class	72
Fourth Class	19

Section V. 1st REGIMENTAL COMBAT TEAM

1. The 1st Regimental Combat Team performed its mission of assisting in the practical military training and instruction of the Corps of Cadets, of aiding in the operation and maintenance of installations and utilities, and of garrisoning the post of West Point. A total of 1880 hours of cadet instruction was presented. Over 61,316 man hours were devoted to Post details. Personnel of this Regiment participated in a total of 92 military funerals and 32 special ceremonies, both on and off the Post.

2. The Cadet Mess Detachment of the 1st Regimental Combat Team was discontinued by General Order 17, Headquarters, United States Military Academy, dated 10 April 1957, effective 12 April 1957, in accordance with 1st indorsement, OPS OT TR3, Deputy Chief of Staff for Military Operations, Department of the Army, Washington 25, D. C., 9 April 1957. Organization Day, 15 May 1957, was observed with appropriate ceremonies held on Cavalry Plain.

3. Monthly and special levies for enlisted personnel for overseas service from the Regiment totalled 244 enlisted men and 7 enlisted women.

4. AIRBORNE DETACHMENT

a. During the past fiscal year this detachment conducted classes on airborne and air-mobility subjects for the Classes of 1957 and 1958. These classes covered the roles of the various elements of the Airborne Infantry Division in an airborne assault, and the planning and conduct of airborne operations.

b. Close liaison with Airborne Units and the Airborne-Army Aviation Department, The Infantry School, insured that airborne instruction was kept current. The detachment furnished airborne equipment and information concerning airborne equipment and techniques to the cadets for their use in Military Instructor Training Classes.

c. Parachute training jumps were conducted for personnel of the detachment approximately each month. Classroom instruction was also conducted on related matters.

5. COMBAT ARMS DETACHMENT

a. The Combat Arms Detachment performed its primary mission instructing the United States Corps of Cadets in the tactics, techniques, and material of the Armor, Artillery, Engineers, Infantry and Signal branches. In addition, instruction was given in Company Administration, Combat Intelligence, and Logistics - subjects which are common to all five combat branches. The second mission of the detachment was performed by the Infantry, Artillery and Engineer Sections which provided personnel for Guards of Honor, Saluting Batteries, and Flag Bearers for visiting dignitaries. The third mission of the detachment was accomplished by providing personnel to perform various details for the post, and by conducting the normal training and housekeeping activities throughout the year.

b. The tactical training of cadets required a total of 285 hours of original instruction, both in the classroom and in the field. These hours were repeated an average of four to six times, a total of 1140 hours of actual instruction, this was exclusive of tactical officers, USCC, and First Class Cadets as instructors in their particular subjects.

(1) On seven different week-ends, visiting midshipmen from the US Naval Academy and various groups of ROTC students were given two hours of orientation in the methods and scope of instruction presented to cadets by this detachment.

(2) Detachment personnel have been kept proficient by a continuous training program covering weapons, equipment, methods of instruction, and other necessary military subjects. Personnel of the detachment fired both the caliber .22 rifle and the caliber .30 rifle, M1, during the year. Of the 222 EM who fired the M1, 108 or 48.6% qualified as Expert.

(3) Non-commissioned officers of the detachment acted as principal instructors for much of the instruction given the Fourth Class cadets and acted as assistant instructors for the great majority of all instruction given.

(4) The detachment provided personnel and equipment for ten off-post parades, thirty-one funerals, fourteen casket bearer details, nineteen Guards of Honor, twenty-four Saluting Batteries, and five static displays of equipment. These activities required a total effort of 13,468 man-hours in comparison with 16,726 man-hours the previous fiscal year.

c. Miscellaneous fatigue details, other than post snow removal, required a total effort of 37,743 man-hours, compared to 42,114 man-hours the previous year.

6. DETACHMENT NUMBER 1, U. S. ARMY HOSPITAL (ATTACHED)

a. Mission - To furnish male personnel for the staffing of the hospital; to process records, supervise discipline, and care for the health, welfare, morale and efficiency of the enlisted personnel.

b. Operation - The unit was called upon for its annual display for Boy Scout Day and Armed Forces Day. During the period of July through the end of August the 562nd Medical Platoon (amb) (Sep) was sent down from Fort Devens to furnish additional medical coverage for the summer training of the Corps. This unit is attached to Detachment One during this period.

7. DETACHMENT NUMBER 2, (WAC), (ATTACHED)

a. Mission - To provide enlisted women, both administrative and technical, for duty in the U. S. Army Hospital.

b. Personnel - The number of gains and losses in personnel assigned to the detachment was consistent with the records of previous years. There was an increase of two (2) enlisted women authorized in our TD strength. Present authorization is 48 enlisted women.

c. Training - Necessary technical training was provided by the hospital and supplemented by Troop Information programs and military subjects conducted by the Detachment.

8. HEADQUARTERS AND HEADQUARTERS DETACHMENT

a. Headquarters Detachment continues to provide administrative and technical enlisted personnel for the Operation of Headquarters USMA, Headquarters, USCC, Headquarters 1st RCT, Technical Services on the Post, certain Academic Departments, West Point Army Mess, Cadet Mess, and Detachment Headquarters.

b. The detachment continues to operate a consolidated mess for units at the north end of the Post. The garrison ration is utilized.

(1) Units utilizing the mess include Headquarters Detachment, Military Police Detachment, USMA Band, 2nd Aviation Detachment, and attached summer troops.

(2) The messing strength considering all attachments, summer troops, transients, athletic groups, and candidates, averaged approximately 241 per day.

c. The significant operational change in the detachment during the period was the absorption in April 1957 of the Cadet Mess Detachment. Though the Cadet Mess Detachment was inactivated in April the requirement for soldier waiters in Washington Hall continued throughout the 4th quarter of the year.

d. Training.

(1) A program of preliminary rifle marksmanship and qualification firing with the M1 rifle was conducted during the 4th quarter of the year.

(2) The physical aptitude test was administered during the 3rd quarter of the year. A continuous program of unit athletics and intramural competition was conducted throughout the year.

(3) A bi-weekly program of Troop Information and Character Guidance was conducted throughout the year.

e. Supply - Headquarters Detachment continues to operate accounts serving Headquarters and Headquarters Detachment, Regimental Headquarters, Staff Sections, Post Chaplain, Post Range Office, and the NCO Mess.

f. Personnel.

(1) Enlisted attrition rate for the period was 43% of authorized strength, approximately 155 men for the year.

(2) No promotions above grade of E4 were made during the period.

(3) Enlisted strength at the end of the period was 363. The Detachment has operated at overstrength varying from 90% to 10%. The primary reason for the current overstrength is the continued requirement for a waiter platoon in Washington Hall.

9. MILITARY POLICE DETACHMENT

a. The Military Police Detachment performed its normal duties of a Post, Camp, Station Police Unit, as well as those missions peculiar to the United States Military Academy.

b. During the period, specialized training was conducted by means of scheduled squad and company classes on Military Police subjects. All assigned personnel fired the rifle, caliber .22 on the Indoor Range in August 1956 and the rifle, caliber .30 on the Outdoor Range in September 1956. Familiarization and firing was conducted during April 1957 with the shotgun and sub-machine gun. Further training was given on the use of the tear gas grenade. All personnel fired the pistol, caliber .45 for record in May 1957. Six non-commissioned officers attended the NCO Academy at Fort Dix, New Jersey and one attended the Advance Military Police Course at Fort Gordon, Georgia.

c. As of 30 June 1957, this detachment had an assigned strength of 89 enlisted men and 2 officers. The detachment was augmented by personnel from the USMA Preparatory School Detachment on Football Saturdays at West Point. During June Week 1957, the detachment was augmented by personnel from 716th Military Police Battalion, Fort Dix, New Jersey and Company "K" 325 AIR, 82 Airborne Division, Fort Bragg, North Carolina.

10. 2D AVIATION DETACHMENT (USMA) (ATTACHED)

a. Organized under TO&E 29-500R, the 2nd Aviation Detachment (USMA) is authorized 5 officers, 12 enlisted men, and four aircraft. These consist of two L-23 command type airplanes, one H-13 reconnaissance type helicopter, and one H-34 cargo type helicopter.

b. Activities during the Fiscal Year 1957 included the following:

(1) The conduct of 6 hours of classroom instruction to the Corps of Cadets, the conduct of a helicopter-borne operation, and aviation support of all tactical training for the 3d Class at Camp Buckner.

(2) A total of 1103 hours in support of USMA air transportation requirements. During this period, this detachment flew 131,728 passenger miles, 689 passenger hours, 226 Service Administrative hours, and 188 training hours.

11. UNITED STATES MILITARY BAND

a. TO&E 12-35R, effective 1 July 1955, defines the primary mission of the United States Military Academy Band as the fulfillment of the musical requirements of the United States Military Academy. This includes supporting the Corps of Cadets in activities such as parades, reviews, athletics, and other ceremonies requiring the presence of music. In addition to these regularly scheduled activities,

the USMA Band participated in Post and other events, scheduling a total in excess of 225 appearances.

b. The secondary mission of the USMA Band is to provide music for appropriate military ceremonies, recreational activities, radio and television presentations, and civilian functions as authorized by the Department of the Army. The USMA Band prepared weekly radio programs for the Army-Air Force Recruiting Program presented over the Mutual Network in partial fulfillment of this mission. In addition to this radio series, the USMA Band recorded music for broadcast use by the TI&E Division, Office of the Chief of Information, Department of the Army. The two traditional concert series were presented at West Point, in addition to nine concerts and parades in conjunction with civilian functions. The USMA Band also assisted the USCC in various recreational and educational activities including the 100th Nite Show, Ice Carnival, Musicableaux, History of Military Music, Athletic Rallies, and Variety Shows. During Armed Forces Week the USMA Band presented a concert in Rockefeller Plaza, and appeared with the USCC in a Fifth Avenue parade in New York City. Elements of the USMA Band provided music for various social functions throughout the year on Post and at Stewart Air Force Base.

c. Lt. Colonel Francis E. Resta retired from active duty on 31 May 1957, after more than 39 years service; 23 years as Director of Music, United States Military Academy. A farewell concert was presented under his direction in the Army Theater on 21 April and a review in his honor was presented by the Corps of Cadets on 25 May. Lt. Colonel Resta was succeeded on 1 June by Major William H. Schempf, former associate professor and Director of the Department of Music, Lehigh University, Bethlehem, Pennsylvania.

Section VI. PERSONNEL & ADMINISTRATION

The Deputy Chief of Staff for Personnel and Administration exercises staff supervision over all activities normal to the Personnel, Intelligence, and Training Divisions of the General Staff, the Adjutant General, the United States Military Academy Preparatory School and the Alumni Secretary. The office has an authorized strength of two officers and one stenographer.

1. Adjutant General.

a. Mission. The Adjutant General provides administrative and operational services for Headquarters United States Military Academy, the Corps of Cadets, and the Post of West Point. Services are in connection with records, correspondence, publications, reproduction, distribution, USMA Archives, Postal Services, Special Services and such other services as may be assigned.

b. Functions. Advises the Superintendent and staff on administrative procedures and acts as staff coordinator on administrative matters. Directs the activities of the Headquarters pertaining to general administrative functions. Directs the

distribution and safeguarding of, accounting for, classified correspondence and papers. Provides reproduction and printing service. Authenticates correspondence for the Headquarters and Post of West Point. Supervises Forms and Printing Control Programs and the Records Administration Program of the Headquarters and Organizational Units of the Post. Exercises administrative control over the Special Services Activities, the United States Military Academy Archives, Registrar, and Machine Records Unit. The Adjutant General also serves as Secretary of the Academic Board.

c. Organization. Effective 1 August 1955 the organizational structure of Headquarters United States Military Academy was changed to place the Registrar and the Electrical Accounting Machine Unit under the Adjutant General.

(1) Archivist and Historian.

(a) The Archives received and answered 908 reference inquiries dealing with the history of the Military Academy, its graduates, and the history of the West Point site; 596 by mail, 312 by telephone. In addition, 1,440 transcripts of academic record were mailed at the request of ex-cadets and graduates, many with supplementary letters enlarging on details such as curriculum content, textbooks, or grading system. Fees collected for photo-copying and research services amounted to \$1,285.14. The task of furnishing 7,596 transcripts of graduates for the classes June 1943 to 1955 to The Adjutant General, Department of the Army, was completed. Statistical information and background material was furnished for talks and articles by the Superintendent and other officers. Thirteen graduate students or scholars visited the Archives from various parts of the country for research purposes.

(b) White Photo Studio, the local concessionaire, donated their collection of photographic negatives of USMA cadets and officers for the years 1917-1947. The USMA Library transferred a photograph collection of West Point subjects known as the "Stockbridge Collection" for the years 1904-1922. These negatives and prints, and the negatives and prints retired by the Signal Corps, establish the Archives as the historical photograph center for the Military Academy. Improved accessibility increased the volume of reference to this collection: 42 individual requests for one or more photos or negatives were received in the month of June 1957.

(c) A newly assigned responsibility was the compilation and indexing of a historical Journal for the command. The Archivist and Historian was also appointed technical consultant to the Pointer staff to assist in the development of historical articles and illustrations.

(d) The USMA Archives served as host to the annual meeting of the Manuscript Society, a national organization of manuscript collectors and dealers, held at West Point on May 4, 1957. To mark the occasion, the A. N. Marquis Company, publishers of Who's Who in America, presented for deposit in the Archives

a bound volume of biographical sketches, autographs and comments of American military leaders. A talk on West Point history was presented to this group, the Tappan Zee Historical Society, as well as a number of West Point groups. In addition, special exhibits were arranged for the various groups of visitors.

(e) The Archivist and Historian served as Military Academy Project Officer in connection with the Alexander Hamilton Bicentennial Commission program and prepared a release for the PIO relating Alexander Hamilton to the Military Academy, as well as articles published in Register of Graduates, Military Engineer, and Selective Service.

(2) Administrative Activities Division.

(a) The Chief, Administrative Activities Division, exercises staff supervision over all activities normal to Intelligence and Counterintelligence, Provost Marshal, Army Mess, Exchange Service and Safety.

(b) In the field of Intelligence, since the last report (1955) all cadets of the new class complete necessary security forms and undergo a security clearance procedure. This clearance is valid throughout their four years at the Military Academy and continued when commissioned.

(c) The Division was responsible for the security of the Army Science Conference held at the Military Academy during the period 26-28 June 1957.

(3) Special Services Branch.

(a) Special Services Activities

1. Administration and Supply. To keep abreast of the continuous change in the social habits of the post, Special Services Branch has remained flexible in fitting program planning and execution to the needs and desires of the military community. Increased service to the post has resulted in revising budget estimates for the coming year. It is the hope of the Branch to utilize appropriated funds to underwrite the Special Services program to a greater extent with augmentation, where necessary, from nonappropriated funds. The adoption of the Army Command Management System during the last quarter of Fiscal Year 1957 has materially affected the Administrative Section by an increased workload. No immediate advantages have accrued from this system. Logistical support of non-military agencies has proved to some extent burdensome, as all supplies are funded against Special Services when most of these agencies should be virtually self-supporting. Plans for the coming year include support to First United States Army in aiding the on-site recreation program at AAA installations at Orangeburg and Tappan, New York.

2. Special Services Library. Performs the technical and mechanical processes of library administration, to include selection, classification

and cataloguing of material, preparation of budget, establishment of records, development of promotional exhibits and forums. Provides library service, ward library service in USAH, field library service to summer troops at Camp Buckner, maintenance of informational, educational, and vocational materials. The reference section of the library has been expanded to meet the needs of an increased patronage. A record library has also been started. Space has become a problem and a music room is a must. The Library has acquired a trailer type bookmobile which has greatly facilitated field library service to Summer Troops. This bookmobile will also be used in the on-site program mentioned above.

3. Service Club. Plans and directs a well-rounded program of social and recreational activities for the Service Club, coordinated with other post recreational agencies. Assists in the development of community relations, determines need for volunteer services and participation, selects, trains, and assigns volunteers for duty in the Service Club. The hiring of a new Director for the Service Club has resulted in a revitalization of the facility. Attendance has increased markedly from an average of 200 per week to over 500. Expansion of the kitchen facilities has improved service during dance parties and raised the sanitary standards to an acceptable level. Tours to New York City for United Nations visits and Theater Parties have been established as permanent features and are increasingly popular.

4. Crafts Shop. Provides a multiple-type crafts facility which provides instruction, tools, equipment, and basic materials to assure maximum participation of the unskilled amateur as well as the skilled craftsman. Provides and supervises crafts activities ranging from simple handicraft to complex machine operation, including ceramics, leathercraft, metal work, model building, photography, radio construction and repair, sculpture, woodworking, and graphic arts. After relative inactivity for approximately one (1) year, the Crafts Shop reopened with a large program designed to demonstrate the variety of skills that may be practiced or learned. It is anticipated that during the coming year recently allocated space can be utilized for the establishment of an automotive crafts shop.

5. Sports. The Intramural Sports program was one of the most successful Special Services Activities. The Superintendent's Trophy competition was hotly contested throughout the Sports Year and was won by the USMA Band. The competition proved very popular with all units and will be a continuing competition. One additional sport, Squash, has been added to make a total of fourteen (14) intramural sports. All First United States Army Installation level tournaments were entered, however, championship trophies managed to elude West Point participants by narrow margins. The Girls' and Boys' Summer Camps will be operated again this year with enrollments of 160 in the Boys' Camp and 118 in the Girls' Camp. This year the Girls' Camp will be conducted for four (4) weeks for the first time since the Girls' Camp was started.

6. Theater and Entertainment. In addition to normal operation of Theater No. 1 (main post) and Theater No. 2 (Camp Buckner), as prescribed in AR 110-105/AFR 34-32, SR 110-105-1 AFR 34-33, and TM 28-140/AFM 34-6, there were numerous occasions on which the theaters were used for

other activities. Due to the increase in sizes of USCC classes, the theater is the only building on the post that will accommodate entire classes of cadets. Therefore, it has been utilized extensively for lectures and other programs in connection with Cadet training. It is anticipated this situation will not be alleviated until the construction of Thayer Hall is completed. Mr. James Cavan was hired as Post Entertainment Director and has greatly increased interest in Dramatic Arts. In addition to one production made up entirely of a soldier and civilian employee cast, a great amount of assistance was given to the West Point Players for two (2) productions and the Dialectic Society, USCC for the 100th Nite Show, and one (1) additional dramatic presentation. The Director has procured popular variety shows for the Service Club.

(b) Post School.

1. The School Year 1956-1957 began 29 August 1956 with an enrollment of approximately 570; of these, 114 were Kindergarten children. Two Kindergarten classrooms were set up in Building 668. The former Kindergarten classrooms were used by a third section of the Third Grade and by a fourth section of the First Grade. It was found necessary to divide the Fifth Grade due to its large enrollment, and the only available classroom space was the Industrial Arts Room. The Industrial Arts classes were discontinued for the school year and equipment stored in the basement of Building 668. Necessary alterations were made in the Industrial Arts Room to make it suitable for regular classroom teaching. Three new teachers were engaged; one for Kindergarten, one for Third Grade and one for Fifth Grade.

2. A school nurse was assigned by the USMA Hospital to the School two days each week. X-ray and laboratory tests were conducted at the hospital for each child, and eye screening was done at the school by the nurse with the assistance of mothers on a voluntary basis.

3. The largest school enrollment for any one time during the 1956-1957 year was 585.

4. A request for additional school facilities was submitted in November 1956. Preliminary meetings were held with Dr. DeHart, Regional Representative from the U. S. Office of Education, and also with representatives from New York State Education Department. It was decided a new building would be constructed on the land across from the present school to the northeast. The amount of \$515,000.00 has been approved for this construction, however, \$15,000 of this amount is earmarked for a new roof on the present main building.

5. The budget for the coming 1957-1958 school year was submitted in March 1957, and was approved with the exception of a reduction in maintenance costs. Five additional teacher spaces were approved. One additional janitor has also been engaged, effective 1 July 1957.

6. Thirty-five students were graduated from the Post School 7 June 1957.

2. Religious Activities.

a. Post Chaplain.

(1) During the past year, an additional military chaplain was authorized for the Headquarters of the United States Military Academy to be designated as the Post Chaplain. Chaplain (Lt Col) Gregory J. Lock reported during July 1956 to assume the duties of this new office. The position of secretary/receptionist (civilian) has been added to the Chapel staff.

(2) The Post Chaplain has served as advisor and consultant to the Superintendent on matters pertaining to the religious life, morals, and morale of the non-cadet personnel of the command, and has maintained a religious program at the Post Chapel comparable to a well rounded parish program in an effective civilian church. He has been assisted in these ministrations by the Regimental Chaplain (Major) Cloma A. Huffman.

(3) The schedule of worship services has been expanded to include a weekly celebration of the Holy Communion, regular participation by the youth choir in the Chapel liturgy, and a vested acolyte guild. The Board of Chapel Deacons has grown into a more inclusive organization for all men of the congregation to be known as the Post Chapel Brotherhood. The Protestant Youth Fellowship, United Church Women, Men's Bible Class, and other organizations have continued an effective program. A very successful Easter Sunrise Service, sponsored jointly by the Post Chaplain and the Chaplain USMA, in cooperation with the Newburgh Ministerial Association, was held at Michie Stadium with approximately six thousand (6,000) in attendance. The Post Chapel has continued to assist worthy missionary causes at home and abroad through its program of free-will offerings designated for this purpose.

(4) Improvements in the Post Chapel facilities include the installation of new carpeting and dossal curtain and the tonal revision (including more effective voicing) of the Chapel pipe organ.

b. Cadet Chapel Board - Chaplain, USMA.

(1) The Cadet Chapel Board supervises all matters relating to the Cadet Chapel and also advises the Superintendent on all matters pertaining to the Sunday Schools which are under the supervision of the Chaplain, USMA and in which cadets act as teachers. It also serves as a Board of Review for the Chaplain's Fund of which the Chaplain, USMA, is custodian.

(2) During the year ending 30 June 1957, the religious program of the Corps of Cadets experienced both growth and deepening. Enrollment in the West Point Sunday School has increased to almost 600 children, a growth which has made it necessary to increase the staff of cadet teachers to 90. During the year a squad of some 30 substitute teachers was developed to take over when regular teachers were absent. The Cadet Chapel Acolyte Squad continued its program of regular monthly training sessions. The program of morning devotions conducted by cadets each week day at 0700 in the Chaplain's Office had substantially increased cadet participation. The average attendance at the Cadet Discussion Group on Saturday evenings at Chaplain Hill's Quarters was over 25. Marriage

preparation for cadets and their fiancées who were married in the Cadet Chapel during June Week featured a series of marriage conferences held over a four-month period.

(3) Regular services in St. Martin's Chapel, a newly developed Chapel in the basement of the Cadet Chapel, were held throughout the year. On Sunday, 5 May, a frontal given by the Merrill's Marauders Association, was dedicated in memory of General F. D. Merrill.

(4) The following guest preachers appeared in the Cadet Chapel during the year: The Rev. Frank E. Gaebelein, Litt. D., Headmaster, Stony Brook School, Stony Brook, New York; The Rev. Theodore Parker Ferris, D.D., Trinity Church, Boston, Massachusetts; The Rt. Rev. Stephen Neill, D.D., World Council of Churches, Geneva, Switzerland; The Rev. George M. Docherty, D.D., New York Avenue Presbyterian Church, Washington, D.C., The Rev. Billy Graham, Montreal, North Carolina; Dr. Paul Lehmann, Harvard Divinity School, Cambridge, Massachusetts; Dr. Wilhelm Pauck, Union Theological Seminary, New York, NY, Chaplain (Col.) John Bennett, USAF, United States Air Force Academy, Denver, Colorado; Dean Liston Pope, Yale Divinity School, New Haven, Connecticut; Chaplain (Capt.) Fred D. Bennett, USN, United States Naval Academy, Annapolis, Maryland; The Rev. John B. Shinberger, Purcellville, Virginia.

c. Catholic Chaplain.

(1) The Catholic Chapel at West Point cares for all Catholic personnel-cadets, enlisted men, officers and families. Two resident priests - Right Rev. Joseph P. Moore and Rev. Robert F. McCormick - supply the services in the chapel and are available for religious instructions and counseling. Four masses are offered on Sunday and two each weekday during the academic year. Confessions are heard every morning at Mass times and on Saturday afternoons and evenings.

(2) Cadet Acolytes and missal readers are trained to assist at the altar. They participate in two Masses each Sunday and the two weekday Masses. The Cadet Choir sings a High Mass at 1000 every Sunday. The Choir and Acolyte squads participate in solemn ceremonies at three prominent Churches in the Archdiocese including Saint Patrick's Cathedral. During the week about 150 cadets attend morning Mass at 0615. Religious instruction classes, discussion groups and private instructions are held during the afternoons and evenings for the cadets. A Catholic Forum conducted by the cadets under the direction of the Priest is concerned with religion, morals and philosophy. A series of marriage preparation conferences are held for couples being married at West Point. These conferences are available to and used by couples being married elsewhere. The library of the rectory serves as the meeting place for these activities.

(3) Every week there are discussion groups for the officers and enlisted men and their families. There is a school for religious instruction every Monday and Wednesday in the Chapel. It is attended by the Catholic children who attend

the Post School. The Parish choir sings at two Sunday Masses each month, and the Ladies' Altar Society cares for the altars and vestments of the chapel. Last year there were approximately 750 Catholic cadets and 200 Catholic families of officers and enlisted men and civilian instructors. Many single enlisted men living in barracks attend the chapel.

d. Other Religious Services. Jewish services are held in the Old Cadet Chapel by a visiting Rabbi. Lutheran, Christian Science, and other offices of religion are also made available to cadets and other Post personnel by the respective representatives of their faiths.

3. Personnel Division.

a. Military Personnel.

(1) The Personnel Division is organized under the supervision of the Deputy Chief of Staff for Personnel and Administration with the following functions:

(2) Requisition of Officers (direct assignment and civilian schooling with subsequent assignments); Custodian of Officers Forms 66, and 201 Files (except 1st Regimental Combat Team); Assignment of Quarters (BOQ and family); Preparation and authentication of Headquarter's Morning Report; Mobilization Designees (assignment and active duty orders); Personnel Actions Army and Air Force; Staff Supervision Civilian Personnel Branch; and staff cognizance in enlisted personnel administration performed by 1st Regimental Combat Team.

b. Civilian Personnel.

(1) During the past year the Academy's civilian personnel requirements have, for the most part, been satisfied by the local labor market. Implementation of the military replacement program at the Cadet Mess, however, necessitated recruiting activity throughout the state as well as in surplus labor market areas outside the state. Typists, Stenographers, Tailors, Teachers and Instructors (Mathematics) continued in short supply. As an aid to recruitment in the typing and clerical fields, and in coordination with area schools, seven (7) examinations were conducted in that many high schools for June graduates. Employment opportunities in the Federal service at this and other Government establishments was publicized through career-day programs at high schools and colleges. In connection with the recruitment program of the local board of U. S. Civil Service Examiners 22 examinations were announced, qualifications of 1228 applicants examined, and 417 certificates of eligibles issued from which 619 placements were made. At the close of the fiscal year the civilian payroll numbered 1996 of which 95 were temporary seasonal employees.

(2) Employee development during the year kept pace with installation needs with on-the-job, off-the-job and off-post training amounting to 22, 519 hours and trainee attendance numbering 1549. Skills training and subject

areas included: Sewage Plant Operation, Power Plant Operation, Baker's Helper, Tailor, Tabulating Machine Operation, Strain Gauge Application, Position Classification, Post Engineer Management, Fiscal Management, Engineering Aide, Work Simplification, Motion Economy, Non-discrimination, Fire Prevention and Good Housekeeping, Application of Safety, Safe Operation of Machines, Accident Reports and Records, Winter Hazards, Margin of Safety, Welfare and Safety, First-Aid and Safety, Unemployment Insurance, and Supervisory Responsibilities, etc. All new appointees received a two and a half hour orientation. One employee is nearing the completion of a six-months Junior Management Development Course sponsored by the New York Regional Office, U. S. Civil Service Commission.

(3) A lack of any appreciable number of complaints and grievances during the year has indicated the existence of a relatively high state of employee morale. This belief appears to be substantiated by the fact that favorable recognition was extended employees in the form of 28 cash suggestion awards, 10 "Outstanding Performance" ratings, 83 length of service awards, 1 Meritorious Civilian Service Award, 247 commendations and over 700 safety awards.

(4) A review of 1911 positions was made for appropriate analysis and evaluation. The progress of unit surveys was impeded by the inadequacy of the personnel staff and an increased number of individual action requests. The preponderance of requests for individual action is attributed to dissatisfaction with pay rates of the Classification Act and the inequities that exist between those rates and Wage Board rates. Progress was also hindered by the implementation of the Army Command Management Program which materially affected jobs in all supply offices as well as those in the Comptroller's Office.

4. Alumni Secretary.

The Alumni Secretary is a staff officer of the Superintendent, sharing offices in Cullum Hall with the Association of Graduates, USMA. During the year ending 30 June 1957, he:

(1) Maintained an office for the preservation of historical data concerning graduates of the Military Academy. This office, which is also the office of the Association of Graduates, keeps personal files on all of the 21,659 graduates of the Military Academy.

(2) Maintained an addressograph system covering all living graduates and many ex-cadets, a total of approximately 16,000.

(3) Arrangements have been made for the memorialization of battle deaths of the Korean Operation. The memorial plaque has recently been completed and will be erected in the near future. The Association of Graduates will provide the funds necessary to finance the project initially, and the various classes will defray the total ultimate cost by contributing funds proportionate to the number of names of their classmates on the completed lists. This plan was successfully

followed in the memorialization of our battle deaths in World War II, and the plaques so erected in Cullum Hall bear the inscription "Erected by Their Class-mates".

(4) Was Chairman of the Superintendent's June Week Reception Committee which received, supervised, and housed 750 graduates and ex-cadets.

(5) Operated a central office of alumni information service as an aid to the Superintendent in keeping the alumni and the public informed about the objectives and methods at West Point. During the year ending 30 June 1957, eighteen NPRC Circular Letters were issued to the various West Point Societies, which now number 42.

(6) Assisted the Cadet Public Relations Council in arranging for cadets to speak at high schools, etc., throughout the country.

5. U.S.M.A. Preparatory School.

a. Of the 187 cadet candidates who underwent preparatory training at USMAPS during the academic year 1956-57, 129 were present to take the March and/or June West Point entrance examinations. Ninety are entitled to admission to USMA on 2 July 1957.

b. The 58 separations from the school prior to the entrance examinations were for the following reasons: resignations 31, academic deficiency 16, physically unqualified 1, misconduct 9, and one (1) discharged (ETS).

c. The 39 failures to gain admission were for the following reasons:

Declined appointment after taking examinations -	10
Mentally and physically qualified but no vacancy -	5
Mentally qualified but physically unqualified -	4
Failed physical aptitude test only -	1
Failed achievement test only -	8
Failed scholastic aptitude and achievement tests -	4
Failed scholastic aptitude test -	5
Separated for misconduct -	2

d. The high number of resignations and declinations of appointments (41) can be attributed primarily to the presence of candidates who came to USMAPS without any strong desire to attend West Point. Some of these men, however, resigned because they realized their inability to qualify mentally.

e. One USMA candidate was accepted for admission to the Air Force Academy, and one to the Naval Academy.

f. The USMA Preparatory School will be discontinued at Stewart Air Force

Base, New York, and re-established as a Class II Activity under the jurisdiction of the Chief of Engineers, at Fort Belvoir, Virginia, on 1 July 1957, per Section IV, General Order Number 7, Department of the Army dated 5 February 1957.

Section VII. DEPUTY CHIEF OF STAFF FOR LOGISTICS

1. The Deputy Chief of Staff for Logistics directs, coordinates, and controls all logistical activities of the Command. Principal duties include the planning, coordination and supervision of the technical service activities of the Post Engineer, Quartermaster, Ordnance Officer, Engineer Supply Officer, Chemical Officer, Air Supply Officer, Transportation Officer, Signal Officer, the Army Medical Service activities of the Surgeon and the Dental Surgeon, and the miscellaneous service activities of the Treasurer, USMA, and Purchasing and Contracting Officer, and Self-Service Supply Center.
2. Continued emphasis was placed on the utilization of year-end funds to accomplish a sizable amount of deferred maintenance at this installation. Increased fund authorization of \$358,000 and later \$177,000 enabled the accomplishment of much needed deferred maintenance projects.
3. The services of the Walter Dorwin Teague Associates, Equipment Engineers, were retained for Thayer Hall to insure the latest development in the design of educational facility furnishing and equipment from the standpoint of efficient use, durability, convenience, comfort and reduction of eye strain. Present computations indicate an overall funding requirement in the amount of \$775,000 or a relationship of 7.5% of the construction cost of Thayer Hall. Contracts have been awarded for the furniture and equipment with a receipt date of 4 February 1958.
4. USMA was directed by DA Cir No. 735-4 dated 25 June 56, to establish and operate a Self-Service Supply Center. The items to be stocked therein would include those expendable supplies of all technical services, necessary to support the day-to-day operation of the post agencies. At the present time 164 "customers" are being serviced through this facility with the stockage of 1735 different items. The sales for the first six months of operation of the SSSC is estimated to be \$85,000.
5. The Military Construction Army, FY 58 budget for USMA included conversion of the West Academic Building to Cadet Barracks (159 rooms, \$1.8 million), improvement to the electrical system (\$1.7 million), and construction of a 200 bed hospital. Due to the lack of adequate justification for a 200 bed hospital, higher authorities have directed the D/A to defer this project for later consideration in FY 59. Favorable action is expected on the remaining two projects, with final approval for both authorization and appropriation.
6. A phased study was initiated last year, to determine the ultimate capacity of West Point, the most efficient siting and design of facilities to support this capacity, and to develop the long range master plan for expansion to the ultimate

capacity. Initial presentation was made to the Post Planning Board of Phase I, which involved the determination of ultimate capacity and the siting of facilities. Phase II, covering fundamentals and actual locations of buildings has been initiated.

7. Technical Services, Army Medical Services and Miscellaneous Services under DCSLOG were encompassed under the Army Command Management System on 1 Apr 57. With ACMS, the integration of programming, budgeting, accounting, and performance analysis was effected.

8. Local procurement of items of equipment was continually emphasized, with maximum use of monthly charge accounts, call-type and open-end contracts and the imprest fund.

a. Post Engineer.

(1) Among the important maintenance, repair and rehabilitation items accomplished, under contract, or in the advertising stage (*) are:

Rehabilitation of street light circuits in the north area of the Post.
Replacement of linoleum in the kitchens and bathrooms of 140

sets of quarters.

Exterior and interior painting of 5 buildings and 66 sets of quarters.
Alteration of Building 668 for kindergarten facilities.

Alteration of a portion of first and second floors of Building 667 for a Self Service Center.

Reconstruction of South Dock, which was damaged by a freighter.
Interior painting of Hotel Thayer ballroom and dining room, and

Theater Lobby of the Gymnasium.

Installation of main distribution panel and feeder cables in Cadet Gymnasium.

Alteration, repair and painting of the old laundry building to provide space for Signal and Transportation Corps facilities and a storage area for the Treasurer.

Alteration and repair of Building 671 for a Teen Age Club.

Alteration of Building 653 for a Hobby and Craft Shop.

Installation of new fencing around tennis courts in the vicinity of the Library.

Interior repairs and alterations, Quarters 102.

Dredging of channel and cleaning of 5 foot intake pipe from Hudson River to Power House.

Replacement of deteriorated slate roof on Hotel Thayer with asbestos shingles.

Treatment of shade trees.

Alteration and repair of Building 695 for TC Motor Pool.

Rehabilitation and replacement of waste lines, urinals and toilets

in five enlisted barracks.

Repair and resurfacing of porch decks of Building 685 and 687 occupied by Headquarters and Headquarters Detachment and Detachment No. 1, USAH, respectively.

Interior and exterior repair and rehabilitation of electrical facilities at Camp Buckner.

Reconstruction of athletic facilities at Camp Buckner.

Conversion of heating plants in Buildings 654, 660, 670 and 721.

Exterior renovation of Quarters Nos. 100, 101 and 102.

Installation of resilient flooring in rooms and offices of West Cadet Barracks, Building 735.

Installation of storm sewer at the north end of Howze Field.

Improvements to water distribution system and replacement of obsolete hydrants in various Post areas.

Replacement of deteriorated curbs and gutters throughout the Post.

*Interior painting and floor rehabilitation in Library, Building 757.

*Conversion of heating systems in 119 sets of 500 series quarters from oil to gas.

Rehabilitation of Building 609 to provide laboratory facilities for Department of Mechanics.

Synchronization of Post clock system.

Rehabilitation of terrace decks and dining room floor, Hotel Thayer.

Painting and repair of West Cadet Barracks, Building 735.

*Replacement of tile in bathrooms in 500 series quarters.

*Covering of open ditch in 500 area to eliminate safety hazard.

Repair of interior masonry walls of Cadet Chapel.

*Replacing siding of Quarters 5, 6, 7, 9 and 10.

Repair of stained glass windows in Cadet Chapel.

*Repair of walls of extension of southeast corner of Power Plant.

(2) Some of the special maintenance, repair and modification projects performed by Post Engineer personnel included:

Construction of additional delivery room and OB Ward facilities at the Hospital.

Relocation of Bishop Trainer Range.

Construction of new kitchen and sewage facilities for Boys' Camp, Proctoria.

Construction of cadet training facilities at Camp Buckner.

Construction of an auxiliary Chapel in the basement of Cadet Chapel, including the relocation of the organ blower equipment at the west side thereof.

Clearing and widening road from Camp Buckner to Route 293.

Improvement, including widening, of access road from Mine Lake Road to Camp Shea.

Improvement and enlargement of Property Disposal Area facilities. Repainting the interior of 76 sets of quarters.

Procurement and installation of equipment for the fluoridation of the Post water supply.

Procurement and installation of an ice cuber in the Cadet Mess, Washington Hall.

(3) Status of the Academy's MCA Program is as follows:

(a) The sewage ejector station was finished during the year, which completes the sewage disposal system placed in operation last year.

(b) Conversion of the Riding Hall to an Academic Building begun in FY 1956 is continuing, with completion scheduled to permit furnishing and occupancy prior to the academic year beginning 2 September 1958.

(c) Construction was started on the following projects:

NCO Open Mess

Replacement of switchgear in the Power House.

(d) The 200 bed hospital has been deleted from the FY 1958 MCA Program, leaving conversion of the West Academic Building and improvements to the Post electrical distribution system.

(e) Projects recommended by the Academy for inclusion in the Fiscal Year 1959 Program are:

Conversion of Hospital to 120 cadet rooms. (this will be deferred because of the deletion of the new hospital construction from the FY 58 Program).

Extension of utilities.

Rehabilitation and development of Camp Buckner (1st increment).

Chapel Center.

Extension of storm sewer.

Rehabilitation of Hotel Thayer.

b. Quartermaster.

The activities of the Post Quartermaster include the Post Laundry and dry cleaning plant, Issue and Sales Commissary, supply and repair of Quartermaster property, Clothing Sales Store, Food Service Supervision, interment of remains in the Post Cemetery and Property Disposal. The Quartermaster also furnished the Project Officer and administrative support for establishing and operating the Self-Service Supply Center which opened 1 January 1957.

c. Ordnance Officer.

(1) General. During the past year the Ordnance Service and support available to the Military Academy continued to meet all of its objectives. After completion of summer training in 1956, the assistance of an Explosive Ordnance

Disposal Squad was obtained from Headquarters, First U. S. Army, to clear the target ranges. Three hundred fifty-one duds were located and destroyed.

(2) Maintenance. The assigned mission of the Ordnance Shop is to perform field maintenance (3rd and 4th echelon) on all Ordnance, Engineer Troop Supply, and Post Engineer Automotive-type items assigned to the Military Academy and to perform both organizational and field maintenance on Quartermaster Materials Handling Equipment. Work orders completed during the year numbered 4,607. This includes many training aids constructed or repaired for the Academic Departments.

(3) Supply.

(a) The major supply mission change made during the year was the transfer of Stock Record Account No. 11-5, Signal Supply Officer, to the Ordnance Division as of 1 September 1956. With this addition, the Ordnance Division is now responsible for the property accounts pertaining to Ordnance, Signal, Chemical, Engineer Troop and Air.

(b) Preliminary steps were taken toward implementation of the Army Field Stock Control System (AR 711-16) for all five Stock Record Accounts. Depot assistance is anticipated early in FY 1958, with 31 December 1957 as the target date for completing the conversion.

(c) The magazine area was improved by the construction of a man-proof fence. An ammunition storage plan was formulated pursuant to the requirements of the newly published TM 9-1903.

(d) Supply items to support the mission of the Military Academy were furnished in the dollar amounts indicated below:

<u>Technical Service</u>	<u>Depot Supply</u>	<u>Local Purchase</u>	<u>Total</u>
Ordnance	\$ 848,729.00	\$ 60,580.00	\$ 909,309.00
Signal	161,322.00	48,504.00	209,826.00
Chemical	6,773.00	7,593.00	14,366.00
Engineer Troop	117,417.00	65,889.00	183,306.00
Air	<u>1,159.00</u>	- - -	<u>1,159.00</u>
Total -	\$ 1,135,400.00	\$182,566.00	\$1,317,966.00

d. Chemical Officer.

To assist the Commandant of Cadets in the summer training program, support was obtained from the Chief Chemical Officer in providing CBR demonstrations and training for the Third Class at Camp Buckner in August. A Special instructional team was provided by the Chemical Corps School, Chemical Corps Training Command, Fort McClellan, Alabama.

e. Post Signal Officer.

(1) The Photographic Laboratory, the Film and Equipment Exchange, and the Electronics Branch moved to new facilities in Building 632, the old

laundry. This move resulted in concentrating the Signal Division in two areas, Buildings 600 and 632, and provided a more extensive and better working area for the Branches involved in the move.

(2) In September 1956, the Signal Supply account was consolidated under the Ordnance Supply Officer, who assumed the duties of the Signal Supply Officer.

(3) Additions to the telephone system:

(a) Cable from Michie Stadium to Redoubt 4 to improve operation of remote positions for Guard Radio Net and Transportation Radio Net.

(b) New Cable was laid into the new sewage plants to provide telephone and alarm circuits.

(c) The Cable vault of the Dial Central Office was expanded to include space for the addition of six new verticals for the main frame.

(4) Installed an antenna and associated equipment to provide television reception in Quarters 100 and 101.

(5) Provided Signal support for:

Army Home football games.

The SCUSA VIII.

Various line telecasts from USMA.

The Army Science Conference.

(6) A marked increase in the number of transparencies required by the academic departments for cadet instruction was experienced.

f. Transportation Officer.

(1) Two (2) major changes in the physical layout of Branches within the Transportation Division were accomplished during the year. Terminal operations moved from Building 667-A to the Old Laundry and the Motor Pool Office from Building 801 to Building 695.

(2) Approximately 1/3 of the General Transport Administrative Vehicle Fleet was replaced by new vehicles and the remaining vehicles renovated.

(3) Changes in procedure for operation of Post Taxis resulted in an increase in passengers of 300%. Bus service for the Command was initiated to relieve the critical parking situation.

(4) Procedures for the receipt and storage of household goods have been revised, warehouses planographed, and storage conditions improved.

(5) During the summer training period 1956, 750 new cadets were given driver training of which 84% were qualified. The Third Class received instructions in the mission, function, and organization in the operation of a Transportation Company (Light Truck).

(6) Preventive maintenance procedures were established in operation night maintenance improving effectiveness in the first month from 57% to 95%.

(7) Harbor Craft - from 1 July to 2 October 1956, transported 2757 passengers, made 97 cruises and 60 ferry trips to Constitution Island.

g. Army Medical Service.

(1) The organizational structure of the U. S. Army Hospital, USMA, conforms with AR 40-22, and is comprised of the Office of the Post Surgeon, the U. S. Army Hospital, and the Department of Military Hygiene. The Senior Medical Officer serves as Post Surgeon; Commanding Officer, U. S. Army Hospital, USMA; and the Professor of Military Hygiene, USMA. The mission of the hospital during the year remained the same, with responsibility for hospitalization and evacuation of 10-2/3 counties in the vicinity of West Point.

(2) The Post Surgeon, organizationally under the Deputy Chief of Staff for Logistics, USMA, directs, coordinates and controls the Post Medical Activities to insure the health of the command, advises the Superintendent, USMA, and the command on medical matters, and supervises the Post Veterinary Service. The health of the command and general sanitation of the post during the reporting period were excellent. During the year a poliomyelitis immunization program was initiated to include every individual entitled to medical care, and influenza immunizations were administered to all military personnel, including cadets. Annual physical examinations were given to all cadets, officers, school children of the post and female dependents. An Army Health Nursing Program was initiated at the beginning of the 1956-57 school term, under the supervision of the Chief, Outpatient Service.

(3) Training periods for all enlisted personnel of the hospital, designed to improve technical abilities and military status, were conducted throughout the year, as well as Troop Information and Education Programs and on-the-job training in all services and sections. Staff conferences for discussion of professional and administrative problems among officers have been continued, and Civilian Professional Consultants have visited this hospital at periodic intervals to assist in the professional work and training of medical officers in the specialties of dermatology, pediatrics, internal medicine, neurosurgery, neurology, general surgery, urology, anesthesiology, orthopedics, cardiovascular surgery, ophthalmology, obstetrics and gynecology, radiology, pathology, neuropsychiatry, social work, and orthodontia. Modifications to facilities and procedures were accomplished, including transfer of outpatient records for all personnel from the Outpatient Service to the Registrar's Office, consolidation of the Eye, Ear, Nose and

Throat Sections, establishment of a Dental Clinic on the first floor of the hospital for dependent patients, establishment of Detachment No. 4, "Medical Holding Detachment", and renovation and modernization of the new Obstetrical Suite. Effective 1 July 1956, the number of operating beds, this hospital, were reduced from 150 to 130.

(4) Pertinent statistics follow:

Operating beds authorized

Operating beds authorized as of 30 June 1957 - 130

Normal bed capacity - 265

Mobilization bed capacity - 355

Total number of births - 1 July 1956 through 31 May 1957 - 583

Radiology Service (total number of exposures) - (1 July 56 - 31 May 57) - 30,241

Laboratory Service (total number of procedures) - (1 Jul 56 - 31 May 57) - 96,572

Surgical Service (total number of surgical procedures) (1 Jul 56 - 31 May 57) - 4,222

h. Post Dental Surgeon.

(1) The installation of a two unit clinic with X-Ray facilities, located on the first floor of the hospital, was completed and put into operation on 1 January 1957. This additional dental facility has aided in relieving the congestion in the main clinic in addition to resulting in an increased efficiency of the entire service. At present, this clinic is being used for dental treatment of dependent personnel on post.

(2) Space and facilities are now available for assignment of a maximum of twelve dental officers and two dental hygienists. The service has been operating with one dental officer over the authorized strength of ten, for the past year. The assignment of one additional officer is desirable to fill all spaces. Two additional spaces for dental assistance has been recently approved. When assigned all dental officers will be provided an assistant which has not been true in the past.

(3) In spite of an increased efficiency as shown in a following paragraph, dental service for the Corps of Cadets has been falling behind the standard desired. This is largely attributed to a lowering of dental requirements for entrance into the Military Academy and waiving of correctable dental defects for those candidates otherwise qualified. The Commandant has recently requested dental personnel be assigned to Camp Buckner during the summer training period. This is being initiated and would be of aid, providing facilities were available for definitive type treatment. Equipment will be temporarily installed at a selected site for the current training period to provide emergency treatment for cadets and Summer Training Troops. If this proves practical, a more permanent installation will be considered for future use.

(4) On 1 January 1957 the New Dental Health Record was initiated in accordance with AR 40-403. This record will facilitate treatment and be helpful in keeping better informed on the dental requirements of military and cadet personnel.

(5) From past experience and due to the participation of the entire Cadet Corps in a variety of contact sports many dental injuries have resulted. To correct these injuries by crowns and bridges is time consuming. Preventative measures in the way of protective mouth pieces are now on the market. A study is being made by this department to determine the most economical and satisfactory type available.

(6) Professional services rendered the Corps of Cadets, military personnel and others entitled to dental attendance is shown in the following figures taken from the Dental Service Report during the fiscal year 1956. This is a comparative analysis with the previous fiscal year of total dental procedures accomplished. Procedures accomplished by Category:

	<u>1955-56</u>	<u>1956-57</u>
Corps of Cadets	17, 515	18, 437
Military, Assigned	15, 607	21, 823
Dependents and Others	<u>11, 240</u>	<u>16, 346</u>
Total -	44, 362	56, 606

This is an overall 27% increase in dental service procedures over the previous fiscal report and is primarily attributed to two factors: (1) The assignment of one additional dental officer during the major portion of the current period and (2) The additional two unit facility which permits a more efficient utilization of dental operative time. Dental service for the Corps of Cadets is limited to the nine months academic year. With permanent facilities at Camp Buckner this could be increased to full time service. On the job training of dental personnel and by conference has continued.

i. Treasurer, USMA.

(1) The Treasurer, USMA, has custody of all money paid or advanced by the Finance Officer, collects funds due the Cadet Mess, Cadet Store and Cadet Restaurant; safeguards these funds, makes appropriate investments of amounts surplus to current need, and disburses for the account of individual cadets and the activities listed above. In addition, the Treasurer supervises and analyzes all individual cadet expenditures and prepares the individual budget for cadets of the four classes; supervises the operation of the Cadet Store, the Cadet Mess and Restaurant; and directs and supervises the operations of the U. S. Hotel Thayer.

(2) The operational activities of the Cadet Mess, Cadet Sales Store, and U. S. Hotel Thayer are summarized as follows:

(a) Cadet Mess

1. A new pot and pan washer for the bake shop was installed and soap dispensers and Rins-O-Lators were installed on two dishwashing machines.
2. Electrical defrosters were installed on all deep freeze doors throughout the mess.
3. New glass racks were placed in operation, thus eliminating the use of two glass washing machines, and the services of two men.
4. Twelve new dining tables, 150 chairs and five side stands have been ordered to provide additional seating capacity in the dining room.
5. A new "Biro" meat cutting saw and slicing machine was purchased for the meat cutting plant.
6. Cadet Mess dormitory has been moved from Building 720 to Building 624, to provide adequate housing for approximately 250 civilian personnel.
7. The replacement of enlisted men with civilian waiters has been 75% completed.
8. An average of 6,900 meals daily were served during the academic year. Meals averaged 4,000 - 4,500 calories per day.
9. A new soda fountain and accessory bar was installed in Cadet Restaurant, Grant Hall.

(b) Cadet Sales Store

1. Modified measurement, fitting and manufacturing techniques developed during the year will reduce cost of uniforms to the Corps of Cadets in Fiscal Year 1958 by \$17,601.00, or \$25.99 per cadet on a 4-year basis. Factors involved in this saving include:

Elimination of heel-stays in white trousers.

Less involved method of manufacture of white trouser fly.

Elimination of collar stays in gray shirt.

Use of a new individual measurement technique for Dress, Full Dress and White Coats which resulted in a more accurate initial fit, and fewer alterations.

2. A total of seven displays were arranged with civilian firms for the Corps of Cadets during the year. Recapitulation of these displays to include dollar volume are as follows:

2 Civilian Clothing Displays	-	\$142,216.04
1 Officer Uniform Display	-	237,012.42
4 Jewelry Displays	-	<u>19,843.82</u>
Total	-	\$399,072.28

Total number of firms participating was 49.

3. Although operation of the Used Textbook Program continued unmodified during the past year, the program will be discontinued subsequent to issue of textbooks in September 1957.

4. Action continued in conjunction with the Quartermaster

Research and Development Command, Natick, Mass., for review, revision and approval of specifications for Cadet Store resale items which will facilitate future procurement. Approximately 10% of the program has been completed.

5. In coordination with the Office of the Commandant of Cadets, a new uniform to replace the gym trousers and shirt is being developed. It will undoubtedly take the form of a sweat type suit which will be more practical. Change over to this new uniform is scheduled for issue to the Class of 1962 in July 1958.

(c) U. S. Hotel Thayer.

1. During the past fiscal year the Hotel Thayer improved on its best prior year (FY 1956), increasing its sales to \$880,000.00 and operating profit to \$125,000.00 - improvements of 16% and 25% respectively.

2. The sum of \$50,000.00 from operating profit was allotted for redecoration of the Jonathan Williams Room (main dining room) and the Crest Room (ballroom) which work was completed during the spring.

j. Contracting Officer.

(1) The Purchase and Contract Division processed 11,827 purchase actions with dollar value of \$4,644,081.00. Of the total purchase actions 8,272 were "negotiated", 871 were "formally advertised", and 2,498 resulted from "inter-service and inter-departmental" procurement. This represents an increase of \$1,206,053.00 in dollar value and an increase of 14% in number of purchase actions in comparison with the same period of a year ago.

(2) Small business concerns were awarded 7,963 purchase actions, representing 67% by volume.

(3) This report is based on actual statistics for the period from 1 July 1956 to 31 May 1957 and includes a forecast of \$750,000.00 for the month of June representing normal purchases plus \$450,000.00 for furniture and equipment for Thayer Hall.

Section VIII. COMPTROLLER

1. In executing his management engineering functions, the Comptroller:

a. Provided management advice and assistance to the staff and the command by conducting management surveys, reviewing manpower requirements and utilization, analyzing and controlling reports, and evaluating recommendations relating to acquisition and utilization of mechanical devices in command administrative areas.

b. Conducted Work Simplification Training for first line supervisors during the Fiscal Year with a total of 36 supervisors receiving the course. An additional

eleven supervisors of the Quartermaster Laundry were trained through a locally designed course for laundry operation. As a result of the training received, 26 operational improvements have been installed by these supervisors.

c. Conducted manpower utilization services in certain areas as a part of the command manpower management effort.

d. Carried out review and analysis of Post Operations where possible with results of reports furnished interested activity heads.

2. In executing his budgeting and accounting functions, the Comptroller:

a. Submitted the Fiscal Year 1958 Budget Execution Plan for the Military Academy and, during the 2nd Quarter of the Calendar Year 1957, revised the Fiscal Year 1958 Budget Execution Plan to conform to the Army Command Management System.

b. Inaugurated in December 1956, in the Finance and Accounting Office, the use of pre-punched electrical accounting card checks. This had the effect of elimination of the preparation of check copies and subsequent reconciliation of Treasury statements to determine outstanding items.

c. Established the installation Finance and Accounting Office as an Accounts Office similar to that of Continental Army Accounts Office on 1 April. By this change, accounting and reporting functions were refined with communication channels direct to the Department of the Army. Certain peakloads of activities were appreciably reduced.

d. Established centralized accounting for sales of accounts receivable in the Finance and Accounting Office on 1 February. This resulted in a centralized point where all reimbursable items were accumulated, Statements of Account prepared, and actual collections effected. These functions had previously been performed in approximately 6 different locations and by six different activities of the Academy.

e. Furnished receipt and disbursement services to the command.

3. The Deputy to the Comptroller was appointed ACMS Project Team Leader and under his guidance the Army Command Management System for USMA was devised and implemented 1 April 1957.

Section IX. SPECIAL STAFF

1. Public Information Officer.

a. General Information.

(1) Sent out approximately 500 general news releases and special

stories, and approximately 4,000 pictures; also, through facilities of the U. S. Army Home Town News Center, disseminated approximately 1,200 individual stories to an average of 7 news media each.

(2) Handled all radio and television activities for USMA, including appearances of the Superintendent on the NBC-TV show, TODAY, coast-to-coast, July 56; on THE CHRISTOPHER SHOW, filmed in New York City in February 57; and on the Ed Murrow PERSON-TO-PERSON Show February 57. In addition, this office supervised production of the commercially-sponsored CBS-TV show, "West Point" by Ziv Television Programs, Inc., which was aired from October 56 to June 57 to an estimated 27,000,000 people weekly coast-to-coast.

(3) Community Relations projects continue to be a major activity of this office. Included in such projects are the following: planning for the annual USMA-Explorer Program which will bring to USMA about 100 selected Explorers from all over the country for a three-day orientation tour; providing speakers for civic groups, schools, church groups, etc; handling the annual Boy Scout Day at West Point in the fall, when about 16,000 Scouts visit USMA and attend football game; operating the Visitor's Information Center at south end of the post; arranging, in coordination with Department of Military Psychology & Leadership, cadet participation in Boys State programs throughout the country; acting as Project Office for USMA participation in Armed Forces Day celebration, locally and in New York City; arranging tours of the post for visiting groups and individuals; maintaining membership in, and attendance at meetings of, American College Public Relations Association and Metropolitan College Public Relations Council.

(4) Supervised operation of Cadet Public Information Detail.

(5) Assisted the Superintendent in setting up and conducting meetings of the Civilian Public Relations Advisory Committee, consisting of key civilians in the industrial and commercial public relations field.

(6) Coordinated with MDW on publicity concerning USMA participation in the Inaugural Parade in Washington, D. C., January 57; publicized appearances of Cadet Glee Club on radio, TV, and concerts; worked with the publishers on a new series of comic books about West Point, the first of which is scheduled for publication in summer 1957; initiated plans for proposed Walt Disney type cartoon movie about USMA; cooperated with producers of commercially-sponsored film concerning the Physical Education Program at West Point; arranged visits of foreign and United States VIPs; assisted in planning and conducting visit of secondary school educators during National Education Week, November 56; assisted the Registrar in coordinating the commercial distribution of the short version of the film, THE MAKING OF A WEST POINTER; and continued plans for the enlargement and improvement of the West Point Community Relations effort.

(7) Made arrangements for publicizing the Reserve Forces Act of 1955 at Army football games, utilizing spot announcements for radio and television.

(8) Made arrangements for preparation of several articles about USMA to appear in ARMY INFORMATION DIGEST; encouraged USMA personnel to write for magazines and newspapers, assisting them by obtaining clearance of said articles for publication; cooperated with Colonel R. P. Reeder, Assistant GMA, in publicizing his series of books about West Point.

(9) Prepared and assembled material for the "West Point Today" section of ASSEMBLY; forwarded material for monthly Circular Letter to Alumni sent out by Association of Graduates.

(10) At the direction of the Superintendent, this office prepared a "Public Information Program for the USMA", both short-range and long-range.

b. Sports Information.

(1) The Sports Information Section disseminated information and photographs coast-to-coast on the intercollegiate sports program.

(2) The Sports Publicity Director was responsible for escorting and entertaining approximately 250 members of the working press, radio, and television. He acted in an advisory capacity to the Director of Athletics and the Graduate Manager of Athletics in the negotiation of radio and television contracts.

(3) The Sports Information Section, for the first time, produced and edited a sports page in The Pointer View for the Corps of Cadets and post personnel.

(4) This office also assisted the Signal Corps Photographic Center with the production of the Football Highlight Reel; edited sports brochures and football programs; and planned and arranged press coverage for all home athletic contests.

(5) Files approximately 300 wire stories on athletic contests, and maintained complete records on the athletic program.

2. Inspector General.

a. Forty three annual general inspections of units and activities of the installation and one hundred and eight special inspections of nonappropriated funds were conducted during the fiscal year. The results of those inspections indicated that the status of discipline and efficiency throughout the installation was outstanding.

b. The Department of the Army Special Subjects for Inspections listed below were inquired into during appropriate inspections. Conditions pertaining to those subjects were found to be satisfactory.

(1) "Orientation of Enlisted Personnel on their Reserve Obligation."

(2) "Quality of Personnel being Reenlisted. "

(3) "Supply and Maintenance Support of Army Aviation. "

(4) Compliance with Army Policies Regarding Civilian Employment. "

c. Conditions pertaining to the only Subject of Special Inquiry ("Driver Qualification Record") were found to be satisfactory.

3. Staff Judge Advocate.

a. Statistical Data regarding operations of the office.

(1) Military Justice Matters. The high state of discipline within the command is reflected in the fact that during the fiscal year there were only one general court-martial, eleven special courts-martial and forty-one summary courts-martial.

(2) Military Affairs. Throughout the year the office rendered opinions as to the legal sufficiency of board proceedings and reports of investigation, interpreted the legal effect of statutes and regulations, rendered legal advice to subordinate agencies of the Command, commented upon proposed legislation affecting the Military Academy, and acted as chief liaison with the Department of the Army in legislative matters.

(3) Claims. There were thirty-two claims processed, the majority of which involved claims for damage to household goods on permanent change of station.

(4) Legal Assistance. Advice and assistance to authorized personnel in regard to personal affairs were rendered in 1679 cases.

4. Graduate Manager of Athletics.

a. Intercollegiate Athletics.

(1) The Military Academy was represented by varsity, junior varsity, and plebe teams in 16 intercollegiate sports.

(2) Approximately 5,869 young men came to the Military Academy as members of visiting teams. Of this number 2,656 were furnished overnight accommodations in our visiting team quarters and approximately 13,041 meals were served to these visitors at the Cadet Dining Hall.

(3) Throughout the year Army varsity teams competed in 193 contests. Army won 113, lost 74, and tied 6. In Army-Navy competition the cadets defeated the midshipmen in 7 events while losing 7, and tying 1. Of the major

sports, Army won in baseball and track. In minor sports competition, Army won in cross country, golf, gymnastics, rifle, and swimming.

(4) Outstanding individual and team accomplishments for the year 1956-57 are listed below:

Baseball - Cadet Nelson O. Conner, outfielder, and Cadet William Shepherd, pitcher, were named to the Eastern Intercollegiate Baseball League's All-League Team.

Gymnastics - Cadet Garland D. O'Quinn, side horse; Cadet Paul D. Dean, rope climb; and Cadet Willis M. Thomson, horizontal bar, were Eastern Intercollegiate champions in their respective events.

Swimming - Cadet James F. Knight won the Eastern Intercollegiate diving championship for the second successive year.

Hockey - Cadet Edward I. Hickey, Army Hockey Captain, was the highest scoring defenseman in the country with a total of 48 points. Cadet James R. O'Connor set a new West Point individual scoring record of 105 points for one season. Coach Jack Riley was named Hockey Coach of the Year.

Track - Cadet Robert A. Kyasky and Cadet William P. Fay both cleared 6 feet 3-5/8 inches to set a new Academy record in the high jump.

Lacrosse - Cadet Benjamin E. Glyphis and Cadet John L. Weigner both participated with the North Senior College All-Star Lacrosse Team in the annual game against the South.

Pistol - The Pistol Team won the Bastogne Trophy, and the First Army Pistol Championship.

Rifle - The Rifle Team won the First Army Rifle Championship.

General - The Army Athletic Association sponsored Invitational Freshmen Tournaments in Basketball, Wrestling, and Hockey. 150-lb. Football was added to the intercollegiate program and a team from West Point will be represented in the Eastern Intercollegiate 150-lb. Football League during the 1957 season.

b. Attendance of Corps of Cadets at Games Away.

(1) The First Class travelled by train to Ann Arbor for the Army-Michigan game.

(2) The First Regiment travelled by bus to Syracuse for the Army-Syracuse game and the Second Regiment travelled by train to Pittsburgh for the Army-Pittsburgh game.

(3) The entire Corps travelled by bus to New York City for the Army-Columbia game and by train to Philadelphia for the Army-Navy game.

c. Fields Improvements. Extensive weed control was performed on the playing field at Michie Stadium and on the football practice field at Clinton Field.

5. Air Force Detachment 11.

a. The chief missions of the Detachment are to furnish Air Force Tactical instruction to the Cadets and guidance for those Cadets being commissioned in the Air Force upon graduation.

b. The Detachment is organized in four sections with the primary mission listed:

(1) Operations - to include those duties pertaining to flying.

(2) Personnel - to include administration and records handling.

(3) Training - to include all duties pertaining to training the Cadets in Air Force Tactics.

(4) Staff and Faculty Section - to include all other Air Force officers assigned to the U. S. Military Academy.

c. Air Force Tactics instruction consisted of a block of instruction to acquaint the Cadet with the Air Force's missions and operations in combined operations.

(1) First Class - 6 hours.

(a) Doctrine and Missions of USAF.

(b) Operations - Strategic Air Command and Air Defense Command.

(c) Operations - Theater Air Forces.

(d) Film - Fighter and Fighter-Bomber Operations.

(e) Skit - Evening Planning Conference.

(f) Korean Air Operations.

(2) Third Class - 2 hours.

(a) Doctrine and Missions of USAF.

(b) SAC, TAC, and ADC Operations.

d. The Detachment held the base drawing for those Cadets having earlier chosen Air Force at the Branch Drawing; Information was furnished to these cadets on flying training, bases, uniforms, etc.

e. A library of pamphlets, training manuals, training aids, models, etc. is maintained for use by the Cadets and Officers. Approximately 200 Cadets, chiefly Second Classmen, used this library during the year to gather material for the Military Instructor Training Program.

f. The Detachment furnished simulated close-air support during the summer Cadet training exercises. These missions were flown by USMA pilots in the Detachment's T-33 aircraft stationed at Stewart Air Force Base.

Section X. BOARDS, COMMITTEES AND COUNCILS

1. Cadet Budget Committee.

The Cadet Budget Committee met during the month of May and prepared the cadet budget to become effective 1 July 1957. There were no significant changes made to the previous budget.

2. Cadet Extracurricular Educational Activities Committee.

a. Interest in cadet debating continued to increase. The grand total of debates for the academic year increased almost 50% from 445 to 643. In contrast to a previously narrow base, 271 cadets participated in the program. West Point debated 150 colleges and universities, a staggering number but one which has become normal in top caliber intercollegiate debating. The program was not without success. A West Point team won the Interservice Academy Debate Tournament; no other team has won this trophy since the start of the series. In three debate tournaments, cadet debaters tied for first place. At the tournament at Florida State University cadets won fifteen of the twenty awards. Of the seventy-eight teams which participated in the national Tau Kappa Alpha Forensic Conference, West Point finished third. Of the forty-six universities represented at the Cross Examination Tournament of the University of Pittsburgh, cadet debaters finished fifth and won the best affirmative team trophy. The West Point team of Cadets Walker and Murphy which last year won the National Invitational Debate Tournament, again reached the finals, only to be defeated by Augustana.

b. The program of the Cadet Forum has begun to reflect certain gradual changes in curriculum. The voluntary seminar program continued at about the same level as last year, with about 625 cadets participating. The fall seminars were primarily keyed to the Student Conference in December; the spring seminars ranged a wide variety of fields representing an attempt to balance cadet interest with educational value. The lecture program, however, reflected some change. Only two of the five Sunday evening lecture authorizations were filled; a third vacancy was used in joint sponsorship of Bishop Sheen. On the other hand, there was a return in the past year to the type of lecture set up by the Forum some years ago, with a smaller audience and more of a seminar atmosphere. Despite several administrative complications, the seminar on Comparative Religions scheduled eight lectures on major religions which were well attended.

c. The Student Conference on United States Affairs and the West Point National Invitational Debate Tournament were both extremely successful; this year's Student Conference received the cordial greetings of President Eisenhower extended by the White House Staff Secretary, one of the panelists. One hundred thirty-two students from 63 colleges and universities in the United States and Canada, attended, including representatives of the Royal Military College of Canada. The keynote address was given by Mr. C. Tyler Wood, assistant to the Director of International Cooperation Administration, while the final banquet

address was delivered by the Chief of Staff of the Army, General Maxwell D. Taylor. This annual conference has been instrumental in encouraging the acceptance among college faculty visitors and civilian students of the scope and quality of cadet education. In May of 1957 the cadet chairman of SCUSA VII accepted a George Washington Honor Medal and a check for \$100 awarded to SCUSA VII for its outstanding contribution to a better understanding of the American way of life. In the National Debate Tournament, favorable attention was again drawn to West Point when a cadet team reached the finals. The record of West Point in the past two years has secured a high level of acceptance of the outstanding caliber of West Point debaters.

d. The Forum also sponsored participation trips involving assemblies, round tables, and television appearances. Twelve cadets made a successful trip to the Far West debating university teams in the area, entering round table discussions on the Middle East, and speaking to high school groups. The May trip of 40 cadets to Washington to study major programs of Federal Government and the formulation of national security policy was an outstanding success.

e. Language clubs continued to fulfill their useful functions of maintaining fluency and stimulating interest in languages during the years when formal instruction is not a part of curriculum. The increased German governmental representation in Washington has increased the level of activity in the German Club over the past few years. The other clubs too utilize the facilities which New York offers through the United Nations and other native lecturers. The facilities of the Ordnance Club and the Radio Club provide outlets in the scientific field and are extensively used by the cadets.

3. Rhodes Scholarship Committee.

The Academic Board accredited three former cadets who were members of the graduating class of 1956 and fourteen members of the class of 1957 to compete for Rhodes Scholarships in fifteen different states. Six of these seventeen scholarship candidates were selected by their state committees as one of the two individuals sent forward by each state to their district competition. One member of the class of 1957 was selected as a Rhodes Scholar and enters Oxford in the fall of 1957. This increases to thirty-four the number of West Point graduates who have won Rhodes Scholarships. Measured in number of graduates of the Military Academy who have become Rhodes Scholars since 1923 when the War Department first authorized competition, the Military Academy is fourth among U. S. colleges and universities.

4. Special Weapons Committee.

a. Objectives. Special Weapons Committee of the Academic Board was appointed on 1 February 1952 for the purpose of coordinating all instruction at the Military Academy dealing with Special Military Weapons and Weapons Systems, developed as a result of application of scientific research. The committee

maintains liaison with those agencies in the Department of the Army concerned with the development, production, and use of such weapons; it maintains a current summary of all instruction of cadets in all aspects of these weapons; disseminates pertinent information to interested departments of instruction and initiates conferences when desirable in the interest of coordination. The committee consists of the Professor of Ordnance, Chairman; Commandant of Cadets, and Surgeon as members.

b. Activities. Determined the requirements, and recommended for attendance members of the staff and faculty, U. S. Military Academy, at Special Weapons Orientation Courses conducted by service schools and exercise conducted by Armed Forces Special Weapons Project. During Fiscal Year 1957 attendance was as follows: Special Weapons Orientation Course, Ft. Bliss, Texas, 30; Air Weapons Orientation Course, Maxwell Air Force Base, 6; Weapons Effects Evaluation Course, Sandia Base, 2; Senior Officers Atomic Employment Course, Fort Leavenworth, 2; Special Weapons Orientation Seminar, Sandia Base, 2; Observers, Operation Desert Rock VII and VIII, 27. Handled arrangements for lecture by Maj. Gen. J. B. Medaris on Army Guided Missile Program for the First Class and command briefing on Operation Redwing for members of the staff and faculty. Maintains complete file on both Classified and Unclassified material pertaining to the field of Special Weapons, which are available to all activities at the Military Academy.

