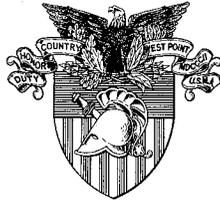


Dupl.  
U410.E1  
U61

ANNUAL REPORT  
*of the*  
SUPERINTENDENT



1960

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*

CONTENTS



	Page
Staff . . . . .	I
Superintendent's Letter of Transmittal . . . . .	1
Section I	
Dean of the Academic Board . . . . .	41
Section II	
Academic Departments . . . . .	44
Department of Electrical Engineering . . . . .	44
Department of English . . . . .	45
Department of Foreign Languages . . . . .	49
Department of Law . . . . .	51
Department of Mathematics . . . . .	52
Department of Mechanics . . . . .	56
Department of Military Art and Engineering . . . . .	60
Department of Military Hygiene . . . . .	63
Department of Military Topography and Graphics . . . . .	64
Department of Ordnance . . . . .	66
Department of Physics and Chemistry . . . . .	68
Department of Social Sciences . . . . .	69
Section III	
Department of Tactics . . . . .	72
Administration . . . . .	72
Supply . . . . .	73
Military Psychology and Leadership . . . . .	74
Physical Education . . . . .	75
Section IV	
Registrar's Office . . . . .	77
Section V	
U.S.M.A. Library . . . . .	78
Library . . . . .	78
Archives . . . . .	79
Section VI	
Lectures . . . . .	80
Section VII	
First Battle Group, First Infantry . . . . .	89
Strength . . . . .	89
Organization . . . . .	89
Operations . . . . .	89
Training . . . . .	90
United States Military Academy Band . . . . .	90

## Section VIII

	Page
Deputy Chief of Staff for Personnel and Administration . . . . .	91
Adjutant General Division . . . . .	91
Security Division . . . . .	91
Civilian Personnel Division . . . . .	92
Religious Activities . . . . .	93
Post Chaplain . . . . .	93
Cadet Chapel Board - Chaplain, USMA . . . . .	93
Catholic Chaplain . . . . .	94
Jewish Chaplain . . . . .	95
Special Services Division . . . . .	96
Provost Marshal Division . . . . .	98
Alumni Secretary . . . . .	98
West Point Army Mess . . . . .	99
Post Exchange Division . . . . .	100
West Point Museum . . . . .	100
Army Aviation Officer . . . . .	102
United States Air Force Liaison Officer . . . . .	102
Book Department, USMA . . . . .	103

## Section IX

Deputy Chief of Staff for Logistics . . . . .	104
Post Engineer . . . . .	104
Quartermaster . . . . .	107
Ordnance Officer . . . . .	108
Chemical Officer . . . . .	109
Transportation Officer . . . . .	109
Post Signal Officer . . . . .	110
Army Medical Service . . . . .	111
Post Dental Service . . . . .	112
Treasurer, USMA . . . . .	113
Contracting Officer . . . . .	115
Self-Service Supply Center . . . . .	115

## Section X

Comptroller . . . . .	116
-----------------------	-----

## Section XI

Special Staff . . . . .	118
Information Officer . . . . .	118
Inspector General . . . . .	119
Office of the Staff Judge Advocate . . . . .	120
Director of Athletics . . . . .	121

## Section XII

Boards, Committees and Councils . . . . .	122
Cadet Extracurricular Educational Activities Committee . . . . .	122
Rhodes Scholarship Committee . . . . .	125

HEADQUARTERS  
UNITED STATES MILITARY ACADEMY

SUPERINTENDENT  
LIEUTENANT GENERAL GARRISON H. DAVIDSON

GENERAL STAFF

Chief of Staff	Col Joseph Hardin
Secy of the General Staff	Lt Col Philip B. Toon
DCS, Personnel & Administration	Col Roderick Wetherill
Asst DCS, Personnel & Administration	Lt Col D. C. Murray
DCS, Logistics	Col Phillip L. Elliott
Asst DCS, Logistics	Lt Col Ernest E. Durham
Comptroller	Lt Col Arthur J. Sutton
Asst Comptroller	Lt Col Harold W. Kasserman

SPECIAL STAFF

Adjutant General	Col James B. Gregory
Admissions Division, Chief	Lt Col A. R. Bolling, Jr
Air Force Liaison Officer	Maj James M. Minor
Alumni Secretary	Col Norton B. Wilson
Archivist and Historian	Dr Sidney Forman
Chaplain	Lt Col Gregory J. Lock
Chemical Officer	Lt Col Roger W. Spigelmoyer
Civilian Personnel Officer	Mr Joseph J. Stapleton
Dental Surgeon	Col Edward D. Chase
Director of Athletics	Col Emory S. Adams, Jr
Engineer	Col Herbert G. Lux
Exchange Officer	Maj Arthur A. Paulus
Finance & Accounting Officer	Maj James R. Calhoun
Information Officer	Lt Col Joel B. Stephens
Inspector General	Lt Col Robert T. Dixon
Librarian	Dr Sidney Forman
Museum Director	Mr Frederick P. Todd
Ordnance Officer	Lt Col Roger W. Spigelmoyer
Personnel Branch, Chief	Lt Col T. Stacy Capers
Provost Marshal	Lt Col Harold K. Reynolds
Purchase & Contract Officer	Maj Jack E. Smith
Quartermaster	Lt Col Earl K. Buchanan
Security Division, Chief	Maj Lee H. Burns
Signal Officer	Lt Col Rex D. Minckler
Special Services Officer	Maj Francis D. Miller
Staff Judge Advocate	Col Arthur P. Ireland
Surgeon	Col Phillip W. Mallory
Transportation Officer	Lt Col Reuben E. Wheelis
Treasurer	Col Walter J. Woolwine
Veterinarian	Lt Col Frank J. Davies

OFFICE OF THE DEAN

Brigadier General WILLIAM W. BESSELL, Jr

REGISTRAR

Lt Colonel ROBERT S. DAY

ACADEMIC DEPARTMENTS

	PROFESSORS
Electrical Engineering	Col Boyd W. Bartlett Lt Col Elliott Cutler
English	Col George R. Stephens Col Russell K. Alspach
Foreign Languages	Col Charles J. Barrett Col Walter J. Renfroe, Jr
Law	Col Charles W. West
Mathematics	Col Charles P. Nicholas Col John S. B. Dick
Mechanics	Col Elvin R. Heiberg Col Harvey R. Fraser
Military Art & Engineering	Col Vincent J. Esposito Col Charles H. Schilling
Military Hygiene	Col Phillip W. Mallory
Military Topography & Graphics	Col Lawrence E. Schick Col Charles R. Broshous
Ordnance	Col John D. Billingsley
Physics and Chemistry	Col Edward C. Gillette, Jr Col John R. Jannarone
Social Sciences	Col George A. Lincoln Lt Col Amos A. Jordan, Jr

HEADQUARTERS

UNITED STATES CORPS OF CADETS

COMMANDANT OF CADETS

Brigadier General CHARLES WYTHE G. RICH

Deputy Commandant	Col Albert O. Connor
Prof of Physical Education	Col Frank J. Kobes, Jr
Office of Military Psychology and Leadership	Col Charles G. Fredericks Director
Commanding Officer, 1st Regiment, USCC	Col Seth F. Hudgins
Commanding Officer, 2d Regiment, USCC	Col Richard G. Stilwell

OFFICE OF THE SUPERINTENDENT  
UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK

MASP

30 June 1960

SUBJECT: Annual Report

TO: The Chief of Staff  
United States Army  
Washington 25, D.C.

Herewith is a report on the operations and administration of the United States Military Academy from 1 July 1959 to 30 June 1960.

I. INTRODUCTION

CONTENT. This report follows the pattern established during the current administration, except that Inclosure 2 (After Action Report) has been added covering my four year tenure as Superintendent. The report deals with the material (the candidate) with which we have to work, our development of that material (the cadet), and with the resultant product (the graduate). The report also summarizes the data of the year with respect to admissions, operations, and graduation. It records the more significant events of the cadet year 1959-1960, particularly with regard to changes in Military Academy policies and procedures.

II. THE CANDIDATE

1. GENERAL.

a. As I stated in my previous annual reports, I consider the problems of candidate procurement and selection to be of such great importance that I have devoted a considerable amount of time and effort to these areas of administration. Although I am pleased with the overall quality of the Corps of Cadets, I am convinced that we must continue to act aggressively to maintain, and improve its caliber.

b. The Military Academy has approached the candidate problem in two ways. First, we have taken steps to raise admissions standards to eliminate the marginal risks who might previously have been admitted but whose chance for success as a cadet was small. Secondly, we have made material improvements in the effectiveness of the USMA Admissions Program, which is designed to locate and assist outstanding potential candidates throughout the country.

2. MEASURES TO REFINE STANDARDS OF ADMISSION TO THE UNITED STATES MILITARY ACADEMY.

a. During the past year we have continued our efforts to improve progressively our admissions standards both by a more stringent evaluation of all candidates and by encouraging the passage of appropriate legislation which is designed to further enhance the quality of our entering classes.

b. As a further refinement of our admissions procedures, this year the records of those candidates who appeared to possess the minimum academic and physical qualifications but who were otherwise considered to lack potential as future army officers were subjected to a detailed screening by the Admissions Committee and the Academic Board. In certain cases nominating authorities were notified prior to the date of the entrance examinations of the poor past performances of their nominees. Members of Congress concerned were requested to withdraw their nominations for these candidates. In addition, a substantial increase in the number of Congressional competitive candidates were evaluated on the "whole man" basis in order to select the best qualified candidate to fill a given vacancy. These refined selection measures have resulted in procuring more young men with the best potential for military service.

3. **LEGISLATION AFFECTING ADMISSION.** During FY 60 the Military Academy supported Department of Defense Legislative Proposal 86-55. When the proposal was not accepted by The President, I then gave my full support to HR 12417, a bill which would authorize the Secretary of the Army to nominate for appointment sufficient additional candidates from qualified alternates to insure that the Corps would be at full strength at the end of the academic year. The total over-strength figure will be approximately 200 cadets which has been our average annual attrition. This additional strength would be spread over the four classes and would permit us to appoint approximately 50 additional cadets annually. The bill has been approved by the full committee and is being reported to the floor of the House. I consider the passage of this bill of primary importance to the Military Academy, since it will permit us to graduate approximately 50 more cadets each year. At the same time we will be approaching more closely our goal of 600 graduates per year and be making more effective use of our existing plant and facilities.

#### 4. **MEASURES TO IMPROVE THE QUALITY OF CANDIDATES.**

a. The Admissions Division, which I described in detail in my previous report has continued to improve the effectiveness of its program. Hundreds of individuals, both military and civilian, are now working throughout the nation to locate, evaluate, advise, and assist outstanding young men in their efforts to gain admittance to the Military Academy.

b. One of the two primary objectives of the Admissions program is to provide guidance personnel and teachers in the 25,000 secondary schools with enough information about the Military Academy to enable them to guide the right type of prospective candidate in the direction of West Point. During the past year, this effort followed two principal

courses: (1) USMA representation at selected national and regional educational conventions, and (2) direct contact with student guidance personnel through specially prepared publications and personal visits to schools by Admissions Division personnel, cadets, and program participants in the field. The eight national conventions and six regional meetings to which USMA delegates were sent were attended by secondary school personnel who normally have the greatest influence on the career and college choices of their students. In addition, we were fortunate in arranging a visit to West Point by thirty-nine individuals who are student guidance officials on state boards of education. These visitors represented states from Maine to California, and the response received from them has more than justified the effort. Needless to say, the task of informing all of the secondary school authorities will take years to accomplish, but the efforts of the past year represent a major step forward.

c. While working on the long range objective of informing guidance personnel and teachers about West Point, highly satisfactory results were also obtained in the accomplishment of the short range objective: to locate, evaluate, advise, and assist interested outstanding potential leaders from among the secondary school population of the nation. The Admissions Division, working with the many program participants throughout the nation, advised and screened thousands of interested prospective candidates during FY 60. Approximately 200 of these young men were identified as possessing particularly outstanding qualifications in the three areas of candidate evaluation: academic ability, physical stamina, and leadership potential. About half of these prospects received nominations of principal or alternates and over fifty will enter the Corps in July 1960 as a direct result of the support they received. This represents a sizable nucleus of eminently qualified cadets who are capable of providing much of the leadership in the Class of 1964. As the West Point Societies and AUSA Chapters become more conversant with the ramifications of nomination procedures, it is expected that the number of pre-selected, outstanding appointees to enter the Military Academy will far exceed that which has been attained to date. I am quite pleased with the progress we have made along these lines, especially considering the fact that the young men who possess the qualifications we seek are under constant pressure from industry and from other educational institutions to accept highly attractive scholarships. We have lost some fine prospective cadets as a result of this competition, but we hope to offset this by redoubling our efforts in the future.

d. As previously mentioned, some success has also been achieved in the area of candidate selection by Members of Congress. An increasing number of Congressmen have adopted my suggestion to use the Congressional Competitive Method of Nomination. One hundred and twenty-eight vacancies for the Class of 1964, which enters in July 1960, will be filled through the use of this selection procedure, as compared to seventy-three for the Class that entered in 1959, twenty-two in 1958, and three in 1957.

e. I should like to emphasize that the USMA Admissions Program has been characterized by a discreet search for quality. Until such time as all appointments are allocated on the basis of competition, an aggressive, indiscriminate recruitment program must be avoided because of the danger of arousing the interest of mediocre young men who have sufficient political support to obtain nominations. Nevertheless, we have strengthened our effort this year by increasing the number of cadet appearances before student and teacher audiences, as a means of maintaining a favorable image of West Point. The Cadet Glee Club, members of the Debate Council and Forum, and individual speakers from the Cadet Public Relations Council appeared before audiences at three national educational conventions, one hundred and eighty high schools, and at American Legion Boys' State meetings in thirty-two states. The total number of counselors and high school students reached by these appearances is estimated to be in excess of 90,000. Although we have not measured the effectiveness of such projects in terms of entering cadets, I am convinced that the approach we have taken is paying dividends.

5. STATISTICAL ANALYSIS OF THE CLASS OF 1963. The Class of 1963 entered the Academy on July 7, 1959, seven hundred thirty-eight strong. These new cadets were selected for admission in the following categories:

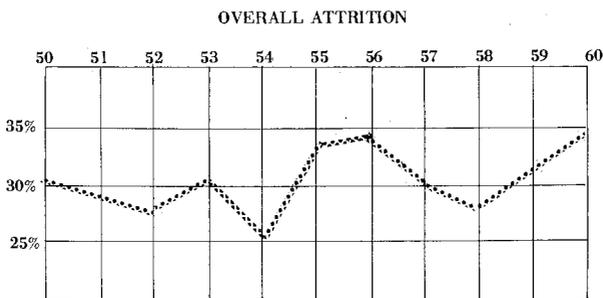
a.	Congressional	559
	(1) Noncompetitive	486
	(2) Congressional Competitive Method	73
b.	Competitive	
	(1) Regular Army Appointments	25
	(2) Army Reserve Appointments	20
	(3) Presidentials	17
	(4) Honor Schools	16
	(5) Sons of Deceased Veterans	10
c.	Foreign Cadets	
	Filipino	1
	Foreign	3
d.	Qualified Alternates	87
	TOTAL	738

The Characteristics of the Class of 1963 are indicated by the following statistics:

President of student body or senior class	15.6%
Editor of school publication	10.7%
Athletic Team Captain	17.6%
Debate Team member	9.5%
Boys' State Delegate	17.2%
Club President	31.3%
Eagle Scout	10.3%

### III. THE CADET - SEPARATIONS, INSTRUCTION AND TRAINING

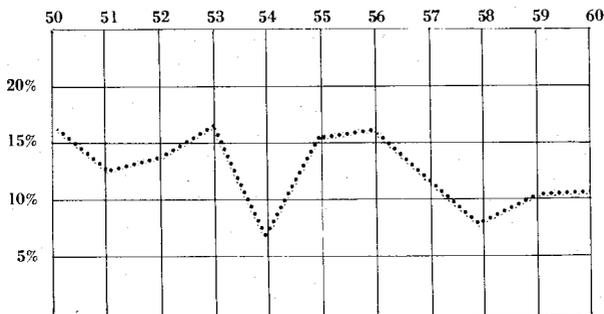
1. **SEPARATIONS.** Separation from the Military Academy is considered first in total overall attrition and then discussed in terms of each of the six principal causes for separation. The accompanying graphs compare the number of separations for the Class of 1960 with classes of the previous ten years. Inclosure 1 to this report presents the figures which provide the basis for the graphs and the corresponding figures to date for the three lower classes, 1961-63. The figures represent the percentage of the entering strength separated for the various causes. The total attrition rate for the Class of 1960, while above the average for the past ten years, compares favorably with some of the classes of the previous five years. While no significant trend is indicated in the overall attrition rate up to this year's class, a cause for concern is the increased attrition rate in the three junior classes, despite the fact that the resignation rate has decreased approximately 20% during the past 4 or 5 years. The overall rate of increase results from higher loss rates in Academics, Physical Education and Aptitude. The reasons for this increased loss rate in academics and physical education are not immediately identifiable, since there has been no appreciable increase in academic and physical education standards for the various classes. These two areas will require analysis and study to determine the causes for the increase and such corrective action as may be warranted. It is expected that the increased admissions standards, both academic and physical aptitude, coupled with the selective recruiting efforts of the Admissions Division and greater use of the Congressional Competitive system will arrest and reverse this trend. The increase in the Aptitude loss rate reflects the change in the system which was reinstated in 1956. The Class of 1960 was the first class to be rated under the system for their entire four years at the Academy.



a. **Resignations.** The resignation rate of the Class of 1960 remained well below the 10 year average. Based on the entering strength of each class, the resignation rate during Fourth Class year for the Classes of 1959, '60, '61 and '62 was approximately 7%, and for the Class of

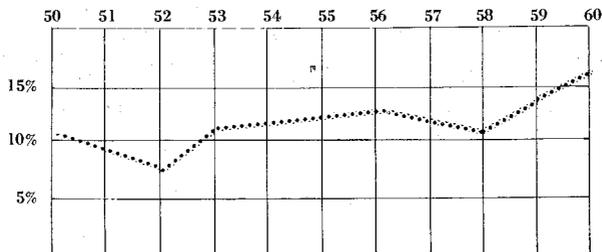
1963, 7.8%. I believe that our higher admission standards and the higher quality of the entering classes, resulting from our Admissions program for recruiting highly outstanding and motivated youths, will gradually reduce the 4 year loss by resignations to less than 10%.

RESIGNATIONS



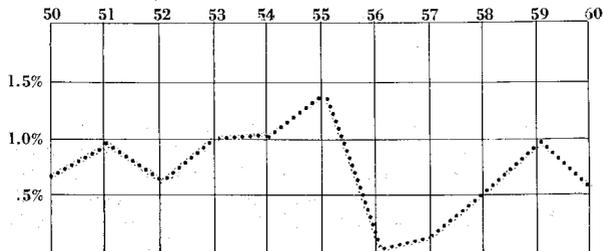
b. Academic Losses. Separations for deficiency in academics for the Class of 1960 was 16%. This is a high point in considering the past 10 years. It is not considered to be an indication of a serious trend at this time. However, it warrants further analysis and study to determine the cause and the indication of a definite higher trend.

ACADEMICS



c. Conduct Losses. Separations for Deficiency in Conduct for the Class of 1960 decreased to 0.5%. There is no significance to this variation since the loss rate for the previous and subsequent classes is in the vicinity of 1%.

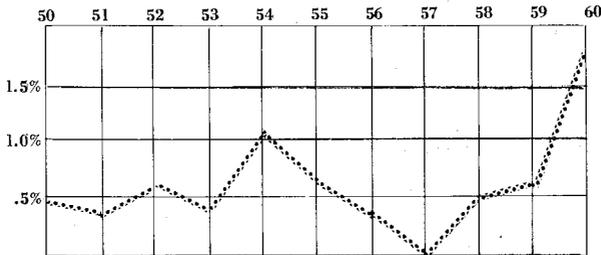
CONDUCT



d. Aptitude Losses. As I stated last year, it appears the percentage loss in Aptitude will fluctuate between 2 and 3% of the entering strength of any class until our present entrance standards and recruiting efforts begin to bear fruit. The Class of 1960 lost 1.8% of their entering strength. It was the first class to be graduated that had been graded under the aptitude system as reinstated in 1956. The losses in the three upper-classes through the past Academic year 1959-60 are as follows:

<u>1961</u>	<u>1962</u>	<u>1963</u>
2.4%	1.5%	1.2%

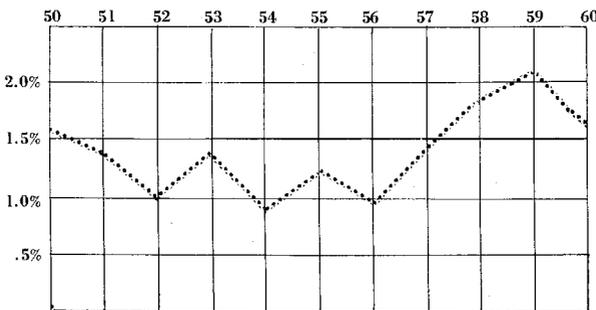
APTITUDE



e. Honor Losses. The separations for violations of the Honor Code remain at approximately 2% of the entering strength of any class. The Honor System continues to receive close supervision by the Commandant and myself. Again this year a Board of three senior officers was appointed to conduct an independent review of the over-all operations of the Honor Code and System. The findings of the Board confirmed my convictions that the Corps of Cadets is maintaining its traditional high standards in this area. The Class of 1960 lost 1.7% of their entering strength, and the three under-classes have had losses as follows:

<u>1961</u>	<u>1962</u>	<u>1963</u>
2%	2.2%	1.6%

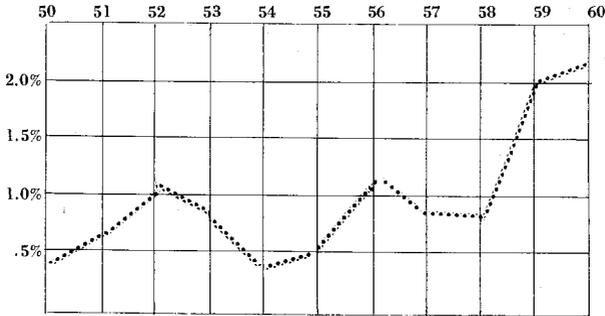
HONOR



f. Physical Education Losses. Separations for deficiency in Physical Education continued to show an upward

trend. However, the physical aptitude standards have been raised during the past year to eliminate the bottom 15% of candidates. This action should arrest and reverse this upward trend within the next three or four years.

PHYSICAL EDUCATION



2. ACADEMIC INSTRUCTION.

a. The evaluation of our curriculum was completed and the resultant analyses with specific recommendations were forwarded to Department of the Army in early 1960. (See the attached After Action Report, Inclosure 2, for a general discussion of the curriculum changes involved.)

b. It will be noted that the major aspects of the curriculum change invoke validation, acceleration and the establishment of elective courses to provide opportunities for each cadet to develop his potential to the maximum. In addition, there has been an overall modernizing of the core curriculum courses to keep pace with the times. One of the more important revisions affects the Department of Electricity. It is the requirement to expand the course in atomic and nuclear physics and will include installing modern laboratory equipment and developing a series of appropriate experiments. These experiments will be tested by the upper sections in 1960-61 in lieu of the written general reviews. When formally adopted they will constitute cadet laboratory instruction in a new scientific field. During the past academic year and in the next we will have increased coverage in English, History, Chemistry, Geography, Astronomy, and a new course in Astronautics. Most of the time for this increased coverage was obtained by moving military or vocational instruction out of the academic day and making this time available for the above increased coverage. The vocational subjects so removed will in most part be taught during the summer training period.

c. Library. Changes in teaching methods and an increase in the diversity of courses require that the cadet as well as the instructional staff make greater use of library resources than ever before. These changes are reflected in a sharp increase in recorded cadet borrowing. During the past year cadet out-of-library borrowing increased by 4765 books or 19%. In addition to the quantitative increase there has been notable qualitative change in cadet reading. Over the

past four years there has been a 50% increase in borrowing. As the curriculum changes become effective, it is anticipated that there will be an even sharper increase in the library offerings. In addition, we have encouraged the development of our library as a foremost depository of historically significant military documents and records. During the past year we have added several documents and records to our files. However, we are still looking for additions to this collection from our graduates and friends.

d. As you know I failed in my efforts to introduce the degree of flexibility into our curriculum I considered necessary in light of the probable demands of the foreseeable future.

e. The principal function of the Military Academy is to develop in each of its graduates the essential military virtues to a uniformly high degree of quality and the abilities necessary to the career Army officer. This is the heart and soul of the educational process established by Sylvanus Thayer. It results principally from the environment in which the cadet lives and the pedagogy by which he is taught. Nothing has been done to change either.

### 3. INSTRUCTIONAL STAFF.

a. Our instructors are also broadening their horizons through research. Three instructors in the Department of Physics and Chemistry are performing on a part-time or evening basis individual research of great potential significance. Major D. S. Barth is studying the effect of an electrical field on viscosity of liquid helium below 2° of absolute temperature. Captain W. J. Hoff, Jr., has submitted his doctoral thesis to Princeton on "The Mechanism of the Tritium Labeling Reaction." Captain A. Dickinson, who is working at Stevens Institute on the behavior of a fully ionized gas in a magnetic field - of great interest in studying controlled fusions reactions - recently presented his results to the American Physical Society at its annual meeting.

b. The West Point Atlas of American Wars was published in two volumes under the editorial direction of Colonel Vincent J. Esposito, Head of the Department of Military Art and Engineering. This publication was widely reviewed and universally praised. It is hailed as being "by far the most significant work ever undertaken in the field of American military history."

4. MILITARY TRAINING. During the period 1 July 1959 to 30 June 1960, the Corps of Cadets received the following training under the Four Year Cadet Military Training program:

a. Class of 1960. During July and August the class was divided and assigned to command and instructor duties in three places: with the Fourth Class cadets in New Cadet Barracks, with the Third Class cadets at Camp Buckner, and as acting platoon leaders in Army divisions located at Fort Hood, Texas, and Fort Riley, Kansas. During the academic year they received instruction in Tactics in the combined

areas at Battle Group level, Fundamentals of Military Science, Company Administration, Junior officer responsibilities, and a review of Basic and Advanced Map Reading. This class graduated 8 June 1960.

b. Class of 1961. In July and August the members of the Second Class were either squad leaders in New Cadet Barracks or were assistant platoon leaders in Army divisions at Fort Campbell, Kentucky, Fort Bragg, N.C., or Fort Benning, Ga. During the academic year this class received instruction in Psychology, Tactics in the combined areas at Company level, Military Hygiene, Air Force-Navy Orientation, and a new course in preparation for the Military Art course. In June, as new First Classmen, they visited Fort Benning, Fort Knox, and Fort Sill.

c. Class of 1962. The Third Class spent the summer at Camp Buckner firing many of the Army's individual and crew-served weapons, engaging in squad and platoon tactical exercises, receiving basic instruction in the combat arms branches, and in familiarization with the technical services. Training during the academic year included Psychology, Military Hygiene, Military Instructor Training, Fundamentals of Military Sciences, and a review of Platoon Tactics. As new Second Classmen, their June trip included visits to Eglin Air Force Base, Florida, Fort Rucker, Alabama, Fort Belvoir, Virginia, Norfolk, Virginia, and Fort Monmouth, New Jersey.

d. Class of 1963. The new Fourth Class spent July and August in New Cadet Barracks where they received extensive instruction in the various facets of cadet life and a basic indoctrination to the military profession. Their training during the academic year included Social Conduct, Fundamentals of Military Science and Tactics at the Squad level. Upon becoming Third Classmen in June, they took their first leave.

e. A new course, "Fundamentals of Military Science," was taught at various levels to the First, Third, and Fourth Classes to give the cadets a sounder appreciation of the reasoning behind military doctrine and principles. Second Classmen were given specific instruction in military language, military organization, and principles of war in preparation for their Military Art course.

f. A military educational TV program was initiated this year when the First and Second Classes saw "Mission in Missiles." This closed circuit television lesson, a first in the history of USMA, originated at Redstone Arsenal, and was a successful method of presenting an important subject.

g. It is visualized that next year greater stress will be placed on the development of strong motivation toward a life of service. Instruction of short range value will be reduced so that adequate coverage can be given to presenting fundamental military knowledge of lasting value.

h. Arrangements have been completed for an innovation in the summer training for the First Class this year

which should provide the best possible peacetime training. The one half of the First Class taking army orientation training will do so with our forces in Europe. On July 1st approximately 220 members of the First Class will be transported by air to Germany. They will be assigned to Infantry, Armored, and Artillery Units of the Seventh Army and for thirty days will get practical experience as "third lieutenants." A small number will serve in Berlin. At the end of the training period the First Classmen will be permitted to spend all or part of their summer leave in Europe. We hope this will be professionally beneficial, personally enjoyable, and culturally broadening. If this proves successful, we hope to arrive at an arrangement whereby half of the second class and half of the first class will go each year, alternating, so that in the future every cadet will have had the opportunity for this experience prior to graduation.

## 5. EXTRACURRICULAR ACTIVITIES.

a. Cadet Clubs and Organizations. The number of clubs increased during the year from 60 to 63, with a total aggregate membership of 7300. New clubs formed during the year were the English Literature Seminar and the Skin Diving and Gymnastics clubs. During the year, groups of club members from 1 to 200 cadets in size, took a total of 326 trips.

b. Intercollegiate Athletics. Despite a sad showing in contests against our arch-rival Navy, Army's 18 varsity sports teams during the past school year compiled one of the finest won-loss records in over a decade.

Three Eastern championships, two Heptagonal and one National championship were garnered during the year. Five teams went undefeated and each recorded a triumph over Navy.

Gymnastics, golf, rifle, pistol and indoor track racked up 43 victories without a loss among them. The baseball, golf and gymnastics teams were Eastern champions and the track team, Heps champ.

The pistol team won the National Mid-Winter Championship and rifle team won its 35th consecutive match over a four-year period.

Only two teams were below .500 - football and outdoor track - with outdoor track the only Army team to lose more contests than it won. The overall Army record was 155 victories, 55 losses and five ties.

Despite the .721 winning percentage, losses to Navy in 11 of 16 contests made it a less than great year. The 11 losses to Navy represent 20% of all Army's losses during the year.

c. Athletic Policy. During the year, the Athletic Board has made a complete review of our athletic policies with the purpose of providing for the strongest and widest possible participation of the Cadet Corps in inter-

collegiate athletics. Policies are predicated upon giving proper emphasis to football while assuring that all other sports are provided the means to develop fully so that each team may give the performance expected in representing the Corps. We also completed the second year of a three year program to establish a sound athletic recruiting base. This program should start to pay off with the 1962-63 athletic year.

#### 6. SELF EVALUATION PROGRAM.

a. Several analyses are being conducted of the information obtained from questionnaires which it is hoped will be useful in forming our Public Relations Program and furnish guidance for our Admissions Division operations.

b. Graduate Questionnaire. The quantitative analysis of the relationship between selected personal characteristics and achievements - pre-USMA and USMA-measures of success in the military service is nearing completion and will be ready for publication some time in the fall. Preliminary results show encouraging relationships between measures of success at the Academy and subsequent success in the military service.

c. Non-Graduate (Regular Army) Questionnaire. The analysis of this questionnaire is also nearing completion. Two reports are being prepared:

(1) The Prediction of Success in the Army from Pre-Army Performance.

(2) A Comparative Study of Graduate vs non-Graduate Army officers.

d. Questionnaire to Incoming Candidates. In May 1960 a questionnaire was sent to selected candidates entering in July to determine the influences, reasons and motivating factors which caused them to select the Military Academy and a career in the Service.

#### IV. PERSONNEL

1. Colonel John Somers B. Dick was appointed by The President to the post of permanent Professor in the Department of Mathematics, effective 26 April 1960. Colonel Dick, who has been serving as Associate Professor since June 1958, will be Deputy Head of the Department. He served two earlier assignments at West Point as an Instructor and Assistant Professor of Mathematics, the first from 1940 to 1943 and the second from 1946 to 1948, and has had additional experience in the field of Mathematics as an instructor at a USMA Preparatory School and the University of Maryland Overseas Courses.

2. Mr. Jack Riley, Assistant Director of Athletics and Coach of our hockey team, was acclaimed for his work with the U.S. Hockey Team which he coached to an Olympic championship. His team, a pre-game underdog, became the Cinderella team and won all seven games including victories over the Canadians, the Russians, and the Czechs for the World Championship.

3. Mr. Tommy Maloney, our Gymnastics Coach, has been selected as the coach of the Olympic Gymnastics Team. After tryouts held at West Point, the team selected also trained here.

4. Reverend H. R. Gooch submitted his resignation without prejudice as Assistant Cadet Chaplain. It has been accepted and will be effective 30 June 1960. The Chapel Board is now in the process of recommending a replacement.

#### 5. Registrar.

On 13 July 1959, The President, on my recommendation which you and the Secretary of the Army approved, nominated Lieutenant Colonel Robert S. Day as Registrar. The nomination was confirmed by the Senate on 24 July 1959. Lieutenant Colonel Day had been previously detailed as Registrar pending his appointment.

#### 6. Pay of Senior Professors.

A bill, HR 12313 was introduced by Mr. Kilday on 19 May 1960, to provide increases in basic pay for Colonels who are permanent professors at the Military Academy upon the completion of 31 years of service. The basic pay for these two steps would be \$1,065 and \$1,145 per month, respectively. The final step is slightly under that of a Brigadier General. As I stated last year, this legislation is needed to correct an existing inequity.

7. An analysis of the desirability of returning to the four year tour of duty for instructor personnel was completed in the spring of this year. The Superintendents of the four Academies at their third annual meeting at Annapolis this spring concluded that a four year tour was highly desirable to increase the effectiveness of the teaching staff. As a result a letter recommending such action was forwarded

to Department of Army on 18 May 1960. I strongly urge approval.

## V. FUNDING AND LOGISTICAL SUPPORT

1. Operating Program - FY 1960. The initial funding program and obligation ceiling for FY 1960 was \$15,166,000. This was inadequate to cover minimal operating requirements for this fiscal year. The initial deficit was overcome through reductions of inventories and undelivered orders which resulted in increasing the FY 1960 cost ceiling to \$16,136,560. However, additional operating requirements were imposed and two critical maintenance projects developed during the fiscal year. These included such things as pay raise for teachers in the dependents' school, emergency rehabilitation of the North Cadet Barracks, rehabilitation of Boiler No. 2, USMA Power Plant, etc.

Funding program increases totaling \$371,300 were received during the year to cover these requirements, bringing the actual funding program to \$15,537,300 and the cost ceiling to \$16,384,825. These ceilings were adequate to support minimal operational requirements and to hold the generation of additional deferred maintenance to a minimum. The current backlog of deferred maintenance and modifications is \$4,700,000.

2. Operating Program. The Operating Program for the coming year (FY 1961) submitted to Department of the Army on 1 April 1960, provided for obligation and cost ceilings of \$16,636,000, with no requirement for further reduction of the minimum practical ending inventory and undelivered orders level attained at the end of FY 1960. The proposed operating program will adequately provide for all currently recognized operational requirements. In addition to the above program, I have submitted a list of 1961 unfinanced requirements to Department of the Army totaling \$5,185,000. This includes \$4,700,000 for deferred maintenance and modification of facilities, and \$485,000 for major equipment items.

### 3. Current construction.

a. Additional Cadet Barracks Space. On 15 February 1960 work commenced on a new 263 room barracks to house 526 cadets. This building is being constructed on the site of the Old Cadet Hospital (North Wing) and is scheduled to be ready for occupancy before the beginning of the academic year in the fall of 1962. With the completion of this structure we will have achieved our objective of housing the entire Corps in two-man rooms.

b. Quarters. Work is well underway on 156 sets of family quarters to be built along the trace of the Old Pipeline Trail. These quarters will be completed during the summer of 1961. They consist of 130 four-bedroom units and 26 three-bedroom units of modern brick construction and provide on post housing for the entire staff and faculty of the Academy.

#### 4. Proposed Construction.

a. Library. The need is most urgent for a modern library to enhance the academic facilities at USMA. The existing library building was erected in 1841 as an observatory and in 1883 when the West Shore Railroad built the tunnel under The Plain the observatory was moved to another location and the building was entirely converted into a library. The growth in the size of the Corps and the greater demands for individual research and other requirements of the present day curriculum now place demands on the present facility which it is not capable of meeting. The library now contains 160,000 books and has reached an expansion rate of more than 8500 volumes per year. The space available for study and research by the cadets is woefully inadequate. We have been authorized to engage the services of an architect-engineer to develop preliminary plans and specifications which are scheduled for completion by 1 October 1960. It is proposed that the new library will have an increased book capacity and include adequate reading rooms, seminar rooms, micro-film and audiovisual facilities as well as storage for military and rare book collections. A facility of this type which is considered the heart of every institution of learning will permit us to maintain and improve upon our academic standards.

#### b. Cadet Activities Building.

(1) The Board of Visitors in its report for 1960 emphasized the need for a cadet activities building. In regard to this requirement they observed as follows:

"The Corps of Cadets is a large student body which is not free to avail itself of the facilities of nearby communities for social or recreational purposes. Being representative of the nation as a whole, the cadets receive many visitors, and again they have no facilities for entertaining them except those provided within the existing facilities at West Point. Musical organizations, such as the Cadet Orchestra and the Glee Club, require practice rooms as well as storage space for instruments and scores. Publications such as the yearbook, cadet handbooks, and the semi-monthly magazine (The Pointer) need office space. The needs of the cadets are numerous and diverse; some of them are expensive. It must be accepted as fact that building for those needs will be expensive.

"On many campuses this type of building is provided by joint effort of students and alumni. West Point's alumni enter a profession which is highly rewarding, but not in the financial sense. The contributions which may be expected from this source cannot begin to defray the cost of an activities building of the kind that is required.

"The Board is convinced that a cadet activities building is urgently required. The location chosen for it is accessible to the cadets and their guests, occupies a commanding and beautiful spot, and is one of the few places at West Point where extensive clearing and levelling of the site will not be necessary. Erection of a suitable building should be begun at the earliest practicable date."

(2) We have long since outgrown make-shift facilities and find that we have pretty well exhausted our present capabilities to improve the recreational and extracurricular opportunities for the Corps of Cadets whose activities are limited to the confines of the Academy except on rare occasions. Our need for a cadet activities building is being brought into sharper focus by the growing recognition throughout the United States of the validity of the concept that a well-rounded college education demands far more than the teacher-student relationship. The Association of College Unions has referred to student union facilities as a part of the educational program encouraging self-directed activity to develop social growth and cultural competency. Preliminary plans and specifications will be completed by the architect-engineer by 30 July 1960.

5. Maintenance Capability. The 50th Engineer Construction Company, a First Army STRAF unit, was assigned for duty at this installation on 16 March 1960. Work now being performed or planned to be accomplished by the personnel of this organization will be of inestimable value to the Academy. It consists of the construction and repair of ranges and training facilities, fire breaks and trails, gravel roads, and mountain trails; lumbering operations including felling, trimming, and producing lumber; operation of a mobile crushing and screening unit to produce material for road and trail repairs; maintenance, repair and construction of range buildings, fences, gates, fire and observation towers and other miscellaneous simple structures; the construction maintenance and repair of drainage structures, and erosion control.

## VI. THE PRODUCT - THE GRADUATE

Service and Branch Assignments. Ten percent of the class chose a branch of service other than the Ground Forces. Of those, 49 cadets were graduated into the Air Force, 7 into the Marines, and none into the Navy. In the branch selection for the Class of 1960, 97.96% of the cadets received their first choice, and 2.04% received their second choice. All this latter had registered the Corps of Engineers as their first choice. This is the best record to date, and it was made possible by added flexibility granted us in the choice of branches by Department of the Army.

## VII. MISCELLANEOUS

1. Leone Gift. In December 1959, Mr. and Mrs. Eugene Leone deeded 956 acres of land in Central Valley to be added to the military reservation. Mr. Leone is an honorary member of the Class of 1915.

2. Crozier Bequest. At the time of my last report a favorable opinion by the United States District Court for the District of Columbia had authorized the Government to use Mrs. Crozier's bequest of \$300,000 at a site other than that designated in the will. Based on that construction of the will, we had proposed, and obtained, Department of the Army approval to use the funds for conversion of the building now occupied by the West Point Army Mess into an alumni facility to be known as "Crozier Hall." However, upon appeal by Connecticut College, the residuary legatee, the Circuit Court of Appeals for the District of Columbia, reversed the District Court's decision and held that the "cy pres" doctrine did not apply and that the Government must comply with the conditions imposed by the will to obtain the bequest. In view of the Circuit Court's decision, the proposed conversion must be abandoned. Furthermore, since the expansion plans for the Academy and high cost of construction preclude utilization of the site mentioned in the will for that purpose, the Government will be unable to comply with the terms of the bequest.

3. Conference of Superintendents. At the invitation of the Superintendent of the United States Naval Academy, the Superintendents of the four national academies held their third annual conference at Annapolis, Maryland, on 29-31 March 1960.

4. Management Guide. Volume I (Organization) of the Management Guide, USMA, was published in May of this year after two years in development. This publication depicts informal aspects of the Military Academy's operation as well as its official organization. It is believed that this guide is probably the first of its kind to be published concerning an educational institution in the United States. Extensive treatment has been given to the academic effort at West Point. The responsibilities, authorities and relationships of all elements of the Academy have been outlined to provide a reference for newly assigned personnel, official visitors and day-to-day operations.

5. Appreciation of Support. It is a pleasure to acknowledge the fine support and understanding cooperation given to the Military Academy during my four years as Superintendent by the various agencies of your headquarters. During the past year their assistance and cooperation were all that could be asked. Their efforts contributed materially to the accomplishment of the mission of the Military Academy. To each of them goes our sincere thanks and appreciation.

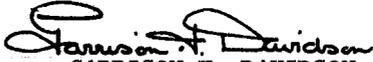
### VIII. CONCLUSION

The foregoing reports on those things which have been a matter of particular concern to me during the 1959-60 academic year.

An expanded summary of activities of the various agencies of the Military Academy and the West Point Military Reservation follows.

2 Incls

1. Percentage of Class Strength Separated for the Classes 1950-63
2. After Action Report



GARRISON H. DAVIDSON  
Lieutenant General, USA  
Superintendent

(1) PERCENTAGE OF CLASS STRENGTH SEPARATED FOR THE CLASSES 1950 - 1963

CLASS	RESIGNATIONS	ACADEMICS	CONDUCT	APTITUDE	(2) HONOR	PHYSICAL EDUCATION	(4) OTHER	(5) TOTAL PERCENT
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
1957	12.6	13.3	0.1	0.0	1.5	0.8	1.8	30.0
1958 (752)	9.4(71)	12.8(96)	0.4(3)	0.4(3)	1.9(14)	0.8(6)	3.2(24)	28.7(216)
1959 (683)	9.5(65)	13.6(93)	1.0(7)	0.7(5)	2.2(15)	2.0(14)	3.8(26)	32.9(223)
10 Year Average	12.7	11.8	0.8	0.5	1.4	0.9	2.8	30.7
1960(4 YRS) (765)	10.0(76)	16.0(122)	0.5(4)	1.8(14)	1.7(13)	2.2(17)	2.4(19)	33.2(254)
1961(3 YRS) (737)	10.1(75)	15.9(118)	0.8(6)	2.4(18)	2.0(15)	2.0(15)	1.0(8)	33.9(250)
1962(2 YRS) (811)	8.3(68)	10.3(84)	0.3(7)	1.5(12)	2.2(18)	1.6(13)	1.6(13)	26.1(212)
1963(1 YR) (738)	7.8(58)	11.4(84)	1.1(8)	1.2(9)	1.6(12)	1.6(12)	1.1(8)	24.2(179)

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, 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 1)

16 June 1960



## AFTER ACTION REPORT

15 July 1956

-

30 June 1960

### INTRODUCTION

About four years ago, I expressed the hope that I might "add my mite to help toward the goal of perfection the Academy continually seeks". The following records the principal efforts toward that end that have taken place during the past four years. Where appropriate, it explains the reasons for them and points out the further goals that have been in view.

I assumed command of the Military Academy July 15, 1956. After several months of observation, I completed my estimate of the situation in the fall of 1956 and established a personal program which I hoped to carry out during my tenure as Superintendent. It should not be inferred from this that I was unduly concerned or dissatisfied with the situation with regard to any of the matters listed. The program was merely established in accordance with my policy of creative curiosity in the approach to any newly assigned task. My purpose was to learn the facts concerning these matters which would insure the most effective accomplishment of the mission of the Military Academy. This program consisted of the following ten projects and the four legislative objectives listed at the bottom:

#### 1. The Aptitude System

"To foster the continual development and perfection of the Aptitude for Military Service System."

#### 2. An Informed Alumni

"To keep our alumni informed so that they will know and understand our more important problems and be in position to help toward their solution, when appropriate."

#### 3. Self-Evaluation Research Program

"To determine the facts and opinions of a major portion of our alumni essential to a logical estimate of how the mission of the Military Academy can be executed more effectively."

#### 4. A Sound Public Information Program

"To revise the public information program in accordance with current circumstances so that it will most effectively support the mission of the Academy."

#### 5. Obtaining Fair Share of Potential Leaders

"To establish procedures that will insure to the Military Academy candidates of the highest possible quality and its proper share of the potential leaders from among the youth of the country." (See Notes \*b and \*d)

## 6. A Progressive Academic Body

"To establish the measures necessary to enhance the prestige of the Military Academy in the academic world and to promote the morale of the body of permanent professors." (See Note \*a)

## 7. A Sound Athletic Policy

"To establish an athletic policy appropriate to the mission and traditions of the Military Academy." (See Note \*c)

## 8. A Secondary Construction Program

"To determine the physical facilities most needed at West Point for which it is improbable government funds will be appropriated in the foreseeable future and which lend themselves to construction by other than government funds and then to establish and carry out a plan to accomplish this construction."

## 9. A Realistic Curriculum

"To insure the timely evolution of the academic curriculum in light of the probable requirements of the decade 1968-78".

## 10. Methods of Instruction

"To determine whether or not the methods of instruction used by each academic department are those that will most effectively accomplish the mission of the department."

To provide a background of opinions and facts against which to work, we went to those who best know our product and the demands made on him, our graduate. Early in 1957, a comprehensive questionnaire was sent to all living graduates from the Class of 1900 to the Class of 1954, nearly 14,000 of them. We received an enthusiastic response from almost 8,000. Their replies were of inestimable help in guiding us.

## THE CANDIDATE

Several facts were immediately apparent from the survey of the requirements necessary to "insure to the Military Academy candidates of the highest possible quality and its proper share of the potential leaders from among the youth of the country." First, the total strength of the Corps of Cadets was inadequate if the Academy was to reach its assigned goal of 600 graduates a year. Second, an aggressive

---

Legislation to be sought:

- \*a Equitable pay and rank of permanent professors
- \*b Procedures for selection of candidates
- \*c Permanent Director of Physical Education
- \*d Permanent Registrar (Director of Admissions)

recruiting program was necessary to insure the continuing high quality of graduates from West Point, since the quality of graduate is predetermined to a considerable extent by the quality of candidate received. Third, the selection procedures prescribed by law left something to be desired. The mission of the Military Academy would be served best by appointment legislation which insures that no talented applicant for appointment will be turned away in favor of a less promising candidate.

The first deficiency was generated by the law which permits the Corps of Cadets to be brought up to strength only on the first Tuesday of July each year, the day the fourth class enters. Attrition immediately sets in and the Academy habitually operates at less than its designed capacity. Thus, in the recent past, it has averaged a total of only 530 graduates a year against the target of 600.

In 1956, proposed legislation was drafted to correct this deficiency but did not get to Congress because of advice to await the outcome in 1957 of an Omnibus Bill concerning all three Academies. This bill would have included the desired corrective action. Since the Omnibus Bill was not accepted by the Department of Defense, the original proposal was resubmitted in 1958 and got as far as the floor of the House where it was tabled without prejudice. In 1959, its resubmission again was held up on advice to await the outcome of a revised Omnibus Bill. After the Omnibus Bill (HR 86-55) was rejected by The President in January 1960, the assistance of the Board of Visitors was enlisted and Mr. Kilday agreed to resubmit the original limited bill himself. This he has done in HR 12417. If he is successful in obtaining this legislation for us, it will increase the number of graduates we are able to produce by about fifty and thus permit us to come closer to our assigned goal. If he is unsuccessful, the matter should be pursued vigorously in the new Congress.

With regard to the second deficiency, it soon became apparent that the competition, not only of the other colleges and universities but of business and industry as well, had become so great that it was no longer feasible to wait for the high-type young men we sought to come knocking on our door in the numbers we required. Therefore, we adopted an aggressive attitude toward this problem. The existing means of recruiting did not prove adequate for the purpose and in the summer of 1958 an Admissions Division composed of seven hand-picked officers was organized. It was made responsible for the establishment of a strong Recruiting Program and has functioned directly under me. The Division operates by means of a comprehensive nationwide system through the reserve component channels of the six continental army commands and through the forty-five West Point Societies and the many AUSA chapters throughout the country.

To support the Admissions Division's activities, our Public Information Program was given as its prime mission the job of establishing a receptive climate among the field of high-type young men we seek, as well as among their

parents, teachers, and advisors. Great emphasis was placed on this activity.

Thus, we endeavored to improve the quality of the individuals seeking entrance. But this was only part of the problem. Even with an effective recruiting campaign, the bulk of each entering class would be congressional appointees who under the law needed only to meet our minimum standards, relatively high though they are, to enter the Academy. Many of these young men are selected as the result of mental examinations which measure their abilities on a particular test on a particular day without regard to their capacity for sustained academic performance and the quality of their other attributes essential to a well-qualified career officer. It was obvious that a procedure which would establish competition on a "whole-man" basis would serve further to improve the quality of candidates. Consequently, legislative action was sought to provide for competition on a "whole-man" basis and until this could be made law, aggressive action was taken to persuade individual congressmen to adopt the Congressional Competitive Method of selection. (By this procedure, the congressman, instead of designating a principal and several alternates, designates four selectees without designation as to principal and permits the Academic Board to rate them in an order of merit on the "whole-man" basis.) We have made steady progress over the past four years in persuading congressmen to agree to this procedure. The number of congressmen using it and the appointments involved have steadily increased annually as follows: 3/3 - 25/26 - 61/73 - 93/128.

To provide a more exacting screening of ALL candidates, several measures have been taken. Evidence of sustained high quality of academic performance over the full period of secondary schooling is now required, in addition to satisfactory grades on the entrance examination. The physical elimination criterion has been raised to eliminate the bottom 15% of candidates. Documented and verified faults of character are now considered a cause for rejection.

Additionally, the Academic Board has formally incorporated in our entrance procedures as a cause of rejection poorly sustained academic performance in secondary school and demonstrated lack of the high-quality attributes of character expected of a cadet and officer. This makes it clear that all candidates for the Military Academy must meet our standards of character, as well as the academic, medical, and physical requirements before they will be accepted as cadets. The Academic Board policy provides that those candidates who do not meet our character standards will be advised that, "The Academic Board has determined from your entire record that the characteristics therein do not meet the standards set by the Board as requisite for an Officer in the military profession."

In 1959, legislation was obtained establishing the permanent position of Registrar at the Military Academy on the same basis as the professors. Lieutenant Colonel Robert S. Day was selected from a large field to fill the position.

This has brought continuity of effort and experience to the position which has been of inestimable value. When the Admissions Division is thoroughly established, it is planned to place it under the Registrar and make his title, "Registrar and Director of Admissions".

Thus, through an aggressive recruiting campaign, the introduction of more competition, selection on a "whole-man" basis, a general elevation of our standards and continuing experienced supervision, we have attempted to improve the quality of the candidates we have received.

#### THE CADET

a. We have four programs at the Military Academy to develop the attributes and qualities in the cadet while he is in our hands. The objectives of these are:

(1) Moral - To develop in the cadet a high sense of duty and the attributes of character with emphasis on integrity, discipline, and motivation essential to the profession of arms.

(2) Mental - To provide a broad collegiate education in the arts and sciences leading to the Bachelor of Science degree.

(3) Physical - To develop in the cadets those physical attributes essential to a lifetime career as an officer of the Regular Army.

(4) Military - To provide a broad military education rather than the individual proficiency in the technical duties of junior officers of the various arms; which is of necessity a graduate development and the responsibility for which devolves upon the graduates themselves and upon the commands and schools to which they are assigned after being commissioned.

It is the breadth of this education, the fact that the four programs are brought along in parallel and high standards are demanded in each that makes the Military Academy a unique college level institution. The principal incidents in each of these areas will now be discussed. Comment will be made on several general items and then comment will be made on the physical plant essential for their support.

b. His moral training.

(1) The Honor System. The Cadet Honor System remains the most important influence in the development of the high ethical standards in our graduates. Its operation has been closely monitored.

During the summer of 1956, I reviewed the Honor System to be certain, in my opinion, it was being maintained at its traditional high level. This I found to be so, and in the fall of 1956, a procedure was established so that in March of each year an annual review would be made of the Cadet

Honor System by a committee of senior officers. This has been done each year and has proved effective.

Supervision of the cadet activities in this area has been a matter of utmost tact since the operation of the system must by its very nature remain the responsibility of the Corps of Cadets.

There are two significant trends that have taken place in cadet thinking on honor matters which I believe are very healthy. The first is a determined effort to extend the precepts of the Cadet Honor Code to cadet behavior wherever he may be. The second noteworthy development is an appreciation by the Corps of the lowered ethical standards in the world from which we draw our cadets and acceptance by the Corps that the two month period of New Cadet Barracks is an apprenticeship period. The Honor Committee may see fit in certain cases, particularly self-reported violations of a relatively minor nature, to discipline the new cadet by means other than separation. This policy provides a means of easing the new cadet into the rigid demands of the System and enables the retention of cadets who have, by the very reporting of personal violations known only to them, demonstrated themselves acceptable risks.

(2) In order to make his creed clear to incoming candidates, in 1957 we started sending a copy of the Constitution to each successful candidate and required that he certify that he had read and understood it before reporting here for duty in July.

(3) Also, to make the cadet somewhat more aware of the bounties that are his, in the summer of 1956, we started a procedure in the Mess Hall whereby after the last man arrives at his place, the Corps is brought to attention and there is a half minute of silence during which each individual cadet may say such Grace as he desires.

(4) Feeling that importance of the position of Chaplain of the United States Military Academy demanded that he be one of the most prominent Protestant Ministers, we sought and were successful in obtaining the services of Dr. Theodore C. Speers, a Presbyterian. His performance has exceeded our expectation and has added considerably to the appeal and value of our chapel services.

(5) During the period, we were also able to be of some assistance to the parishioners of our Catholic Chapel which was expanded to accommodate increased demands.

#### c. The Academic Instruction.

(1) When I arrived here, the increased breadth of the curriculum and the improved quality of subject matter and instruction compared to the Academy of the mid-'30s that I last knew, made a very favorable impression on me. Nevertheless, my mission required me to be certain in my view that the evolution of the academic curriculum was adequate to meet the probable requirements of the foreseeable future (the

decade 1968-78). Consideration of this problem aroused some concern lest our traditional pace of evolution in light of the increased tempo of current times might not be sufficiently rapid to insure our graduates the attributes necessary to meet the probable demands that would be placed on them. Also, while everything taught had a high value and was extremely well presented, misgivings were generated as to whether some of the subject matter would be as important to our graduates of the future as other material that could be presented. Therefore, it was decided to undertake a comprehensive self-evaluation of our curriculum. Reports in Assembly described to our graduates the progress in detail.

We first made an estimate of the probable requirements which would be placed on our graduates in the foreseeable future, the decade 1968-78. We then made a searching analysis of the curricula of the past, 1802-1946, and then studied the present period 1946-1958. From these studies, conclusions were drawn for immediate consideration. However, two almost equally valuable by-products were derived. These were the benefits realized by all concerned with this careful introspection and the solid foundation established for the periodic self-evaluations which will certainly be made in the future. Additionally, it gave impetus to the matter of intra-departmental acceleration so that the opportunities were increased by an estimated 300% during the four-year period.

The Studies revealed six areas where, in my opinion, improvement could be made in our curriculum and procedures:

(a) Vocational subject matter more effectively taught in the summertime had encroached unduly on academic time under the impetus of World War II and Korea.

(b) The pace of current educational developments no longer justified requiring cadets who could satisfactorily demonstrate their capacity according to our standards to repeat courses successfully completed elsewhere.

(c) The demands for our graduates to be well knowledgeable in so many different areas required more ample opportunities for additional courses through acceleration and more flexibility both among the technical fields and between the technical and the social science-humanities areas as well.

(d) Full advantage had to be taken of the individual's natural abilities by providing some free choice of subject matter.

(e) Military instruction during the academic year did not deal sufficiently in lasting principles and did not have a sufficient motivational flavor.

(f) Extracurricular activities had encroached unduly into the traditional evening call to quarters study period.

To correct these deficiencies, the vocational subject matter more effectively taught in the summertime has been

removed from the academic year and placed in the summer training schedule. The academic curriculum has been modified so that every cadet will be challenged to the maximum. The individual can go as far and as fast as his personal abilities permit and may concentrate to some degree in a direction of his choice. This has been accomplished through a procedure of validation for advanced placement, acceleration within and across department lines and free electives, without sacrificing any of what I consider the essential elements of the proven, traditional core curriculum. The military instruction during the academic year has been slanted to deal more with lasting principles, to promote motivation more effectively, and, through careful coordination, to lead more naturally into the first class course in Military Art. Extracurricular activities permitted during call to quarters have been drastically reduced. It is hoped these measures will provide for more effective academic instruction. However, I failed in my efforts to introduce the degree of flexibility into our curriculum I considered necessary in light of the probable demands of the foreseeable future.

(2) An experimental program of cultural trips was initiated in the spring of 1959. This program is under the monitorship of the Debate Council and Forum but is open to all cadets. The initial success of this program has indicated it is a valuable addition to the liberal arts aspect of cadet education.

(3) In May of 1958, we selected Dr. Sidney Forman as Librarian of the Military Academy and expanded our library program. We have increased the funds for the purchase of additional books, and have established a system of auxiliary libraries in cadet barracks in each company area. An analysis of library statistics indicates that in the years 1955-56, books borrowed from the library amounted to twelve books per cadet. In 1959-60, cadet out-of-library borrowing reached a figure of eighteen books per cadet as a result of changes in curriculum and teaching method, and an aggressive library program. This represents a 50% increase in four years. Since the library operates with an open-shelf system, these figures represent only part of the picture of sharply increased cadet library use. We have also initiated measures to make our library the most prominent depository for military documents in this country. This latter program, we hope, will not only provide a very fine source of reference for the cadets, but will also assist considerably in promoting their motivation through the esprit derived from the visual evidence of the accomplishments of earlier graduates. Additionally, we hope it will attract many military historians and other literary people to the Military Academy where their presence will enhance the education of our cadets. To effect this, all of our prominent living graduates and the relatives and descendants of many deceased graduates have been canvassed in an effort to get them to donate their papers and documents to our library.

(4) In the fall of 1958, we opened a Book Store in Thayer Hall. This has proved popular beyond our expectations and has demonstrated its value among our cadets.

(5) In order to encourage and guide the cadets' early post-graduate reading, a great deal of attention has been given to the revision of the recommended reading list. This list is provided each cadet just prior to graduation to guide his self-education for the first five years in the service.

(6) Since the large majority of our instructors now have their Masters degrees and to increase the prestige of our academic staff, in the spring of 1957, we adopted a policy that requires all of our Professors, except the very senior ones, to obtain their doctorates.

(7) Also, in the fall of 1957, we instituted a sabbatical leave policy which encourages all of our permanent professors to avail themselves of one year's leave in every seven in order to observe educational methods at other institutions and for general professional improvement. Shorter two or three-month periods in the interim are encouraged to keep personally abreast of the current requirements of a life-time career in the service and to help them estimate probable trends.

#### d. His Physical Training.

(1) The physical education program is of major importance in the preparation of the cadet for his future career. Evaluation of selection procedures has shown the entrance Physical Aptitude Evaluation has been the best indicator of officer potential of any of the tests now given to candidates for West Point. In 1957, the passing score on the Physical Aptitude Examination was raised to the point where it eliminated 10% of the entering class. The score has been raised this year to eliminate the bottom 15%.

(2) Formal instruction in physical education has been modified to meet the needs of the extreme range of physical ability among the fourth classmen. Basic strength development work has been added in an effort to prepare the more poorly developed cadets to successfully complete the program.

(3) Our testing procedures have been extended so that all classes are now tested at the end of each term rather than at the end of the year as was formerly the case. These tests are useful in verifying individual physical condition and ability and serve as a yardstick in determining the effectiveness of our program.

(4) The voluntary winter intramural program has been quite popular with the cadets with over 85% of the Corps participating. However, because the spring intramural period is so short and frequently interrupted by weather and because the cadets are inclined to get out voluntarily in the fresh air and do things when the weather is fair, it has been decided to make the winter intramural program a formal one and the spring period voluntary. This will have the added advantage of easing up on the cadet during the important written general review period in May.

(5) We have twenty-one professors responsible for the mental development of our cadets. There was no one permanently assigned responsible for their physical development. To correct this deficiency in the permanent organization of the Military Academy, in 1958 we obtained legislation to establish the position of Director of Physical Education as a permanent professorship on a par with those of the academic departments and Colonel Frank J. Kobes was chosen from a large field of applicants for the job. This should provide for more continuity and more experienced direction in our physical education effort.

(6) My early estimate of the intercollegiate athletic situation led me to conclude that the efforts necessary to meet successfully the established level of football competition would in time introduce into the Corps of Cadets pressures and tensions inimical to its unity and to the proper accomplishment of the mission of the Military Academy. Therefore, in the winter of 1957, the football scheduling policy was revised in an effort to relieve the pressure.

Also, the athletic policy established over ten years before, under which the intercollegiate athletic program was being conducted, was not sufficiently comprehensive and, among other things, did not cover one of the principal and traditional philosophies of the Military Academy, the policy of equality of opportunity. Therefore, in the late summer of 1957, a comprehensive statement of policy with regard to the conduct of the program was published. This had for its governing principle that of providing "an opportunity for all cadets representing the Military Academy in intercollegiate athletic contests to prepare properly so that they can represent the Academy with distinction while continuing their proper development toward becoming career officers in the Regular Army."

This was followed five or six months later by a directive regarding the recruiting of athletes designed to raise further the stature of football while at the same time improving the quality of the other sports at the Academy. Under this policy, more outstanding young men who were football players entered the Academy in July of 1958 than at any other time during the recent past. At this same time, a three-year program was implemented to establish a solid athletic recruiting base.

These measures established an athletic program appropriate to the mission and traditions of the Military Academy.

Later, in preparation for the meeting of the 1958 Board of Visitors, a formal study was made of all the reports of the previous Boards over the past ten years. This was done in order to review their conclusions and recommendations which had not been implemented by the Academy in order to determine whether action would be appropriate in 1958. Among them were the actions of the Boards of 1952 and 1953 which recommended "that the Director of Athletics be assigned no duty other than supervision of the intercollegiate athletic program". Since this confirmed certain convictions which had

been growing in my mind, a staff study of the intercollegiate athletic program particularly with regard to organization was undertaken. This concluded that the existing organization was faulty in that it: did not provide for adequate institutional control, concentrated more responsibility in one individual than feasible for a single person to handle, and thus denied to the overall athletic program the dynamic leadership it required; created an unbalance in the program and saddled the Graduate Manager of Athletics with a great deal of responsibility without commensurate authority. The study recommended a revision of policies and organization and action, particularly to divorce the position of Director of Athletics from that of head football coach and to place a regular Army officer in the position of Director of Athletics. This action was taken at the time of the unexpected resignation of the Director of Athletics in January of 1959.

(7) A regular Army officer with a distinguished athletic and combat record, Colonel Emory S. Adams was appointed Director of Athletics in the spring of 1959.

(8) The implementation of the policy requiring each coach to recruit certain numbers of the high-quality individual we seek who is also particularly proficient in his particular sport has progressed well during the past two years. If the current rate of progress is maintained, I look for a bright era in Academy sports starting in 1962-63.

(9) In order to give the smaller men in the Corps added opportunities for body contact experience in intercollegiate competition, we adopted 150-pound football in 1957. Since then, we have lost but one contest and were league champions twice.

(10) In order to insure proper consideration for the families and special guests of the Corps and for our graduates, the ticket priority and distribution policy governing Navy football game tickets was reviewed in the summer of 1958 and certain changes were made which we hope have improved the situation.

(11) To promote interest in the intercollegiate athletic program, the back page of the four-page Post weekly newspaper was devoted to cadet sports. This has proved to be a very popular move and has served to keep the Corps well and promptly informed on all cadet athletic activities.

(12) In an effort to take some of the pressure off of June Week, a home-coming football game was adopted in 1958. This met with enthusiastic response from our alumni, was repeated in 1959, and is scheduled for '60.

(13) Development of facilities. Every effort has been made to develop the intercollegiate athletic facilities for the benefit of the Corps of Cadets, on an economical basis. The most far-reaching aspect of this program is the plan for rehabilitation and expansion of Michie Stadium. The rehabilitation of the stadium has been initiated, and the plans for expansion to an ultimate 54,000 seats are

developed. The expansion will be on a phased basis and each step will be initiated only when required, and when necessary, supporting facilities such as road nets and parking are available. Additionally, the golf course is being expanded from a ten-hole to full eighteen-hole golf course. A triplex set of coaches' quarters were completed in 1958. A new golf clubhouse and two new coaches' quarters are being constructed. There have been improvements established in the facilities and equipment for all sports which are designed to improve training and competitive conditions for the cadet-athlete.

e. His Military Training.

(1) First Class. I consider the changes that have taken place in the general attitude of the Tactical Department toward the First Class to be particularly significant. In an effort to smooth the transition from cadet to junior officer status, in the summer of 1957, certain steps were taken toward increasing First Class responsibilities in the operations of the Corps as a whole accompanied by increased privileges as a reward for increased responsibility and creditable performance. This program, known as the First Class System, is administered according to the following general concepts:

(a) The First Class is given responsibility for as much of the command, administration and training of the Corps as is practicable within the limits of its experience and available time.

(b) The First Class are treated as junior officers to the maximum extent consistent with their demonstrated ability to absorb responsibility.

(c) The members of the Tactical Department act in the capacity of advisors and counselors employing the First Class Chain of Command to carry out routine command functions with respect to the Corps. They conduct their cadet relationships in a manner calculated to instill that sense of duty and pride which compels the professional officer to fulfill the requirements of any assigned mission.

At the same time, liberalized authorizations were granted to the First Class along with the increased responsibilities they assumed. Among the major privileges were:

(d) The authority to be absent from rooms from after supper to tattoo with certain limitations.

(e) Authority to leave the reservation on Sundays and legal holidays from 1200 to 1800 hours extended in the spring to Wednesday and Saturday afternoons.

(f) Authority to dine and consume alcoholic beverages at the quarters of officers stationed at West Point during evening hours at the invitation and in the company of the host.

(g) Authority with certain limitations to take nine weekends per year to include one long weekend per month.

The long established and arbitrary attitude toward cadet drinking was considered to be unrealistic and in fact detrimental to the objectives of cadet education. It fostered covert imbibing and patronage of establishments below the standards of officer patronage to avoid detection. In addition to the drinking authorizations that have been extended to the First Class, the underclasses now have no restrictions imposed upon them concerning drinking when beyond a fifteen mile radius of West Point except as imposed by the provisions of civil law and the dictates of social proprieties. A cadet drinking board has been established to monitor cadet behavior in this regard. The board deals harshly with cadets reported by other cadets for drinking at West Point or for making public spectacles of themselves when away from West Point. I am convinced that this is a more objective approach to the problem of cadets and social drinking and should serve to engender attitudes that will accept social drinking for the comraderie and enjoyment that it affords but look with distaste on excesses as unmanly and a mark of immaturity.

(2) Fourth Class. Of significance almost equal to the First Class System have been the changes and the crystalization of policies concerning the administration of the Fourth Class System. Special efforts were made to have the Fourth Class System recognized as a two-way street, a training vehicle for the Fourth Class that develops instantaneous response, performance under pressure, and high standards of individual proficiency and a training vehicle for the upper classes to improve and develop their leadership techniques. Greater emphasis has been accorded the latter. We feel this eliminated certain abuses and recognized the dignity and rights of the individual as espoused by modern military doctrines of leadership. It has had a healthy impact on the Fourth Class-Upper Class relationships. A major breakthrough has been accomplished in the Cadet Mess where the practice of cadet table commandants denying a Fourth Classman his food as a disciplinary measure has been virtually eliminated.

Starting Christmas Week of 1957, we had the plebes go back to the old-fashioned hops - stag line, hop cards, cut-ins, et al.

In the fall of 1958, we inaugurated a Tea Hop for the Plebes on a Sunday afternoon in order to develop their social graces and as a further effort to combat the "going steady" habit.

(3) Summer Training. The summer period remains the most productive period for development of military skills and a general education in those military areas that are necessary to the cadet's future usefulness as an officer.

The Third Class Summer provides the time and Camp

Buckner provides the facilities to conduct rugged and realistic field training that equals any training at this level anywhere in the Army. Emphasis has been on the skills at the advanced individual training level but the coverage has necessarily been curtailed to enable training in all of the five combat branches. Last year, Trainfire was introduced for the first time and was enthusiastically received by the Class of 1962. Major changes have been effected in the Infantry instruction to increase the interest and challenge in that area. It is proposed to further revise this time to include some more Ranger type instruction during the summer of 1960. Instruction in the new M-14 rifle and the M-60 all-purpose machine gun will be initiated next summer providing these new weapons are received in time.

Rewarding as the Buckner training is, however, I feel that it is important to resist the progressive addition of subject matter that eats into the cadets' free time. A mobilization pace is not necessary. Training periods have been limited to seven hours daily, not counting travel time, as an objective with Wednesday afternoons, Saturday afternoons and Sundays reserved for recreation. The cadet needs this free time as an antidote to the pressing schedule during the academic year and I am convinced that the absorption rate is higher when the training pace is moderate.

The training trip of the Second Class was shortened to a period of three weeks in 1958, making it similar to the First Class trip in length. This proved a sound move and did away with the fatigue, boredom, and lack of interest that developed in the Second Class toward the end of the longer trip. Our present program includes the Air Force, Navy, Army Air, Engineer, and Signal indoctrination in the Second Class summer and the three major combat arms in the First Class summer. This has worked out very well and provides a well-rounded indoctrination in the areas of primary interest to the cadet at this stage of his development. It is planned to add a one-day stop at Redstone Arsenal for the First Class during ensuing summers. However, in the interest of economy and more thorough vocational training, a recommendation to eliminate the Second Class trip starting in the summer of 1961 has been submitted to the Department of the Army.

The remainder of Second and First Class summer training time is being devoted to a program initiated in 1958: Army Orientation Training. The primary purpose of this program is to familiarize the cadet with the inner workings of the Army at the junior officer level, with a view toward increasing his effectiveness upon graduation, easing the transition to officer status, and motivating him for a lifetime career. With these objectives, it is desirable to have the cadet assigned to a unit that is at effective combat strength and charged with an operational mission.

This summer, the First Class is being sent to operational units in Germany. Cost studies indicate that such a program can be carried at little or no greater expense than the present program.

New Cadet Barracks training has been revised with the objectives of balancing the emphasis between basic military training and that training required to enable the new cadet to meet the standards of the Corps. It is felt that more effective military training can be accomplished during the period of New Cadet Barracks without sacrificing performance in cadet areas. A major change is the qualification of the new cadet on the Trainfire Course. This makes free time available during Third Class summer which can be used for advanced instruction and would eliminate the unsound procedure of the Fourth Class carrying a rifle for a year without having an opportunity to become adept at its use.

(4) As noted earlier, the program of military instruction during the academic year has been revised so that it teaches only the techniques essential to the smooth start of the summer training and deals more with lasting principles and the development of motivation through an appreciation of our rich Academy and Army heritage.

(5) The Aptitude System. "To foster the continual development and perfection of the Aptitude for Military Service System."

In the fall of 1956, the use of cadet ratings in the aptitude for the service system was restored. Peer ratings were also restored to the system in the spring of the following year.

In general, the Aptitude System is accomplishing its purposes. An elimination rate in the vicinity of 2%-4% of the entering strength of a class is to be expected until such time as improved screening procedures can be developed for the purpose of denying entrance to those candidates who lack leadership potential.

(6) Branch Selections. In the area of branch selections, a flexible quota system was initiated with the Class of 1958. Its purpose was to give a greater proportion of the graduating class the branch of their choice and this has been accomplished. 99% of the Class of 1958 and 96% of the Class of 1959 received either their first or second choice of branch and the Class of 1960 all received their first choice except twelve who chose but did not rank the Engineers. Each of these got his second choice.

Efforts have been made to dress the cadets up a little more in the summer.

(7) In 1956, the cadets had no acceptable looking travel uniform, since standard cotton khaki was all that was authorized. Further, the short skirt of the white summer blouse was unattractive and curled up in the back to present a Donald Duck-like appearance when worn with a waist belt. The appearance of the khaki and the white caps worn with each betrayed their cheapness. Therefore, in the summer of 1959, a tropical worsted uniform with blouse was adopted. It was well liked by the cadets and can be worn after graduation. A cadet grey overseas cap was revived to go with it. At the

same time, the white uniform was redesigned to provide better proportion and experiments were conducted in an effort to find a material that will last more than one wearing. A better quality white cap was adopted. It, too, is suitable for post-graduate wear.

(8) In 1958, the exchange program designed to promote interservice understanding by midshipmen and cadets and provide better knowledge of one another was extended to include some cadets of the Air Force Academy and some midshipmen from the Coast Guard Academy.

f. General.

(1) During the course of the last four years, the scope and level of cadet participation in extracurricular activities has broadened steadily. This is an area of cadet life that is playing an ever more important part in cadet development. These activities encourage and stimulate self-expression, and serve as a valuable adjunct to both the academic and the physical education curricula in expanding the cadets experience and interests.

In the athletic club area - the Water Polo Club, the Triathlon Club, the Parachute Club, the Fencing Club, the Sailing Club, and the Ski Club, all provide an athletic outlet that is not otherwise available either as a Corps Squad or as an intramural activity. In a sense, these Clubs extend the Academy's overall athletic program and enable the Academy to field a greater variety of teams in intercollegiate competitions. However, as previously mentioned, the steady encroachment of all these activities on academic time has been greatly reduced.

(2) The inherent inequalities built into cadet companies by the traditional sizing policies have long resulted in an unequal distribution of talent in the Corps (academic, physical and leadership), and have fostered the unhealthy psychological phenomenon known to the Corps as the "runt complex". Commencing with the entry of the Class of 1961 on 2 July 1957, height spreads within companies have been progressively modified to permit a more equal spread of scholastic, athletic, and leadership talent to each company. The spread will enable equal distribution of potential (or apparent lack of it) to all companies in the Corps, and permit more effective parallel development among all elements of the Corps.

(3) To keep our policy of the pursuit of excellence in everything we do continually before the cadets a slogan "Make Quality a Habit" was adopted in 1958 and seems to have accomplished its purpose.

(4) The form for the Superintendent's annual report to the Chief of Staff was reduced to pocket size and made easier reading to improve the ease of absorption and to encourage more extensive use.

(5) In order to keep our alumni informed about

the Military Academy so that they will know and understand our more important problems and be in position to help toward their solution, when appropriate, permission was obtained from the Association of Graduates to publish a quarterly personal letter on the first page of Assembly under the title, "Plain Talk". The format of Assembly was revised in order to present the kind of information desired to our graduates in the most effective manner.

(6) A black, gold and grey shoulder patch was adopted as more appropriate for the staff and faculty of the Military Academy in place of the red, white, and blue patch previously worn.

(7) To promote the esprit of the staff and faculty of graduates in general, an official Academy blazer and tie were designed and adopted in 1958.

g. His Support.

(1) The conversion of the Old Riding Hall to a very modern and efficient academic building providing ninety-six classrooms and housing eight academic departments was completed in September of 1958.

(2) This permitted evacuation of the West Academic Building by the academic departments and its conversion into much needed barrack space for the cadets. The conversion was completed in September 1959.

(3) In 1956, a program to provide a four-year cycle for the rehabilitation of cadet barracks was adopted. Under this program, West Barracks was rehabilitated in 1957 and Central Barracks in 1958. North Barracks was scheduled for 1959; South Barracks in 1960, and West Barracks in 1961. The funding for this program has been handled through a supplemental budget known as "Deferred Maintenance and Essential Minor Improvements" which is contingent upon the receipt of year-end funds for support. The weakness of this method of handling was clearly illustrated in the summer of 1959 by the forced deferments of the North Barracks rehabilitation until 1960 because no year-end funds became available. I feel that with the exception of the new East Barracks, we have no cadet barracks that meet the standards we strive for in everything else at West Point. Only by a firm program of maintenance can we keep our present facilities at a minimum level of acceptability. If this program experiences short falls, the result is living conditions that erode the standards of the Corps and engender a satisfaction with mediocrity that is incompatible with our objectives. It is imperative that funding for barracks maintenance and rehabilitation be placed on a firm footing and that this program be accorded high priority in the budgeting for the Military Academy.

(4) In 1956, a project was established to determine the physical facilities most needed at West Point for which it is improbable government funds will be appropriated and which might lend themselves to construction by other than government funds with the idea of devising a plan to ac-

comply with this construction. These facilities were a modern library, an adequate officers' club, a hockey rink, an alumni building, and a varsity house. Plans were drawn up for each and scale models made. The latter two projects were subsequently dropped. No success was ever attained with regard to the other three despite particularly strenuous efforts in the interests of the officers' club and the library.

(5) In my opinion, a new modern library is of utmost importance to the continued improvement of our academic program. The present structure was converted from an observatory to a library in 1901. It is inadequate as to total floor space, basic design, and its book storage facilities. While we are still attempting to obtain a donation for this project, the prognosis is becoming increasingly poor. The project has therefore been placed in first priority for inclusion in the MCA 1962 Program.

In the area of morale, there is a basic need for a satisfactory officers' club. At West Point, at the present time, there is no central gathering place of sufficient size, such as is normally found at a typical major military installation. Consequently, important official and semi-official functions must be undesirably restricted in size. Additionally, social activities, so important to the morale and unity of any command, must be fragmented into small groups or held in family quarters totally inadequate for the purpose. This condition exists because the West Point Army Mess was constructed in 1903 when only ninety-three officers were stationed at West Point. Today, there are six hundred and thirty-nine active and associate Club members, an increase which makes the existing facility totally inadequate. Spread over four floors and divided into a number of parlors and small rooms, the Club does not afford suitable facilities for large gatherings, receptions, or dances. The ballroom, originally designed as a formal dining room to seat fifty persons, accommodates a maximum of seventy-five couples for dinner-dances under exceedingly crowded conditions. For larger gatherings, it is, therefore, necessary to utilize Cullum Hall, which has no kitchen facilities and hence offers an unsatisfactory makeshift solution.

Through staff visits and personal contacts, we have continued to press for grants of non-appropriated funds to proceed with our plans for a new Club in the vicinity of the new family quarters area mentioned below. No workable solution has yet been developed.

In 1959, funds were obtained and construction started on a new barracks and on 263 sets of officers quarters. When the barracks are completed in September of 1962, the Corps will be on a "two-cadets-per-room" basis for the first time since 1916 and when the officers' quarters are completed in September of 1961, all officers will at last have quarters on the Post. This should improve the morale as well as the quality of the instruction.

## THE GRADUATE

Annually, just prior to graduation, each graduating class takes the Graduate Record Examination. This is provided by a confidential testing service to colleges and universities. It compares the performance of the students in three principals of human culture; natural science, social science and humanities. This pits the cadets against students in general and against students majoring in each of these areas. Each year the cadets have consistently outscored the others in natural science and social science. In the humanities, they have outscored the college seniors in two out of the three years but bowed each year to those majoring in the humanities area. The performance of our cadets in these three areas compared to that of the other college students tested has been as follows:

### GRADUATE RECORD EXAMINATION PERFORMANCE

#### TEST

	1957		1958		1959	
	No.	Mean	No.	Mean	No.	Mean
<u>Natural Science</u>						
Senior Men	8616	471	1657	516	1657	516
Natural Science Majors	3148	542	797	573	797	573
USMA Class	525	588	540	597	485	574
<u>Social Science</u>						
Senior Men	8616	451	1657	505	1657	505
Social Science Majors	7901	436	1446	497	1446	497
USMA Class	525	559	540	549	485	549
<u>Humanities</u>						
Senior Men	8616	438	1657	478	1657	478
Humanities	3255	504	792	537	792	537
USMA Class	525	487	540	498	485	465

#### CLOSING

To sum up, our efforts during the past four years have been directed first toward: establishing a continuing procedure to interest and to search out the best of the potential leaders from among the youths of the secondary schools; broadening the base of measurements for admission for all candidates to include all of the areas - mental, moral, and physical - concerned with the measurement of leadership potential, and maintaining high standards for admission in each.

Then we have sought to provide that high-type individual the best instruction, moral, academic, physical, and military within our power to give, keeping our eyes particularly on the demands that will probably be made on our graduates in the foreseeable future.

The principal function of the Military Academy is to develop in each of its graduates the essential military virtues to a uniformly high degree of quality and the abilities

necessary to the career Army officer. This is the heart and soul of the educational process established by Sylvanus Thayer. It results principally from the environment in which the cadet lives and the pedagogy by which he is taught. Nothing has been done to change either.

Thus we have sought to develop in our graduated cadets the qualities and attributes essential to their progressive and continued development throughout a lifetime of military service. Such success as we may have attained has been due to the loyal, effective, and enthusiastic support of the staff and faculty of the Military Academy and for the consistent and understanding assistance of the Department of the Army.

To all those who have contributed so willingly and splendidly to help our Alma Mater do a little better job, I am eternally grateful. It has been a source of great satisfaction to have worked with such a splendid cooperative group.

  
GARRISON H. DAVIDSON  
Lieutenant General, USA  
Superintendent

## Section I. DEAN OF THE ACADEMIC BOARD

### OFFICE OF THE DEAN

1. Brigadier General William W. Bessell, Jr., succeeded Brigadier General Gerald A. Counts, who retired as Dean of the Academic Board. The Dean served as representative of the academic departments and advisor to the Superintendent on academic matters and on questions of general policy. The Dean or his assistant attended 179 committee meetings and conferences and gave 29 briefings on the organization, curriculum, and instructional methods to individuals and groups, most of whom were military officials from foreign countries.

2. At the invitation of the Dean of the United States Air Force Academy, Heads of Departments or their representatives visited the Air Force Academy for orientation and exchange of ideas during the period 23 to 26 March. Colonel Bartlett, Head of the Department of Electrical Engineering, visited installations of the Atomic Energy Commission, military installations, including branch schools, and the electrical engineering departments of colleges and universities across the continent. Colonel Barrett made two trips abroad; one for observation of language training of U.S. Officers abroad and of troop installations in Germany, the other for cultural improvement and conversational practice. Lt. Col. Jordan travelled for several weeks in Southeast Asia doing research in politico-military-economic affairs. Colonel Esposito completed his work on the two volumes of the West Point Atlas of American Wars and is presently engaged in preparing a companion volume, West Point Atlas of Napoleonic Wars. Colonel Nicholas is continuing his work on the preparation of a modern calculus text. Interesting will be his chapter on the "Calculus of Orbits." Colonel Barrett prepared an Outline of Spanish Grammar, which is used as a text in Third Class year. In addition to reviewing 149 articles for the Editor of the Encyclopedia Americana, Colonel Billingsley also prepared for publication in Encyclopedia Americana articles on the Engineering History of Guns. In June 1960, General Bessell was honored by the award of the degree of Doctor of Engineering by his other Alma Mater, Rensselaer Polytechnic Institute. Colonel Schilling received his doctorate from RPI in June 1959, while Lt. Col. Cutler received his from Georgia Institute of Technology in June 1960. During the academic year 1959-60, Colonels Renfro and Jannarone, and Lt. Colonel Jordan did graduate work towards their doctorates at Columbia University.

3. The Academic Board was concerned primarily with consideration of and plans for changes to the curriculum. A trial electives program has been approved which:

a. Transfers education and training of a purely vocational military nature from the academic year to the summer training period; introduces an additional subject, Environment (world and physical geography, astronomy and astronautics) in the Fourth Class year; begins the instruction of social sciences in the Third Class rather than the

Second Class year; transfers the instruction of the Department of Law from the First Class to the Second Class year; and thus makes available for electives two semesters of the First Class Year.

b. Makes greater use of validation of courses completed prior to entering the Academy and provides increased opportunity for cadets to pursue accelerated and additional courses, basic and advanced. A total of about thirty-four semester credit hours of such additional courses is available, in subject matter such as American Ideals, Advanced Calculus, Organic Chemistry, Vector Mechanics, History of Russia, and National Security Problems.

c. Offers a free choice of electives to each cadet which he may take during his First Class year. A list of the electives to be offered initially follows:

- Fluid Dynamics
- Advanced Calculus
- Theoretical Physics
- Electronics Engineering
- Space Mechanics
- Science of Materials
- Physical Chemistry
- Structural Design
- Nuclear Engineering
- Indeterminate Structures
- Automotive Engineering
- Comparative Military Systems
- Comparative Economic Systems
- Comparative Government Problems
- Advanced History
- National Security Problems
- Advanced Language Study
- Great Novels
- Contemporary Literature
- Human Relations

4. In order better to describe the changed course content resulting from the curriculum revisions, the Academic Board has recommended to Department of Army that the title of the Department of Electrical Engineering be changed to Department of Electricity and the Department of Military Topography and Graphics to Department of Earth, Space and Graphic Sciences.

5. During the Christmas vacation period academic departments held open house for visiting parents and friends of the members of the Fourth Class. During the June Week period academic departments held open house for visiting alumni.

6. The following professional societies or groups held meetings at or visited West Point during the past year:

The Mid-Hudson Section of the American Chemical Society.

Officers and Directors of the American Society of Mechanical Engineering.

Rensselaer Polytechnic Institute - Student Chapter of the Society of Mechanical Engineering.

The New York Metropolitan Area Section of the College Entrance Board.

The Social Science Research Council - Committee on National Security Policy Research.

The Officials and Directors National Collegiate Debate Tournament.

Students and Faculty of the School of Library Services. Columbia University.

The Catholic Library Association.

Selected Group of 39 Members of the American Personnel and Guidance Association.

The Orange County High School Program. (Attendance approximated 3,000 high school students from Orange County for conferences with Admissions Personnel from 71 different universities.)

Many selected groups of Orange County and Newburgh Free Academy Seniors attended academic lectures or visited laboratories as part of their High School Enrichment Program.

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

FIRST TERM (ending 19 January 1960)

<u>Term-End Action</u>	<u>1st Cl</u>	<u>2d Cl</u>	<u>3d Cl</u>	<u>4th Cl</u>	<u>Total</u>
Completed term satisfactorily	552	551	657	625	2385
Discharged for deficiency	6	14	24	57	101
Turned back	0	2	0	1	3
Conditioned	0	3	9	7	19

SECOND TERM (ending 2 June 1960)

<u>Term-End Action</u>	<u>1st Cl</u>	<u>2d Cl</u>	<u>3d Cl</u>	<u>4th Cl</u>	<u>Total</u>
Completed Term satisfactorily	551	542	623	561	2277
Discharged for deficiency	0	4	13	32	49
Turned back	0	1	0	1	2
Conditioned	0	1	8	18	27
Awarded Certificate	0				0

8. 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.

## Section II. ACADEMIC DEPARTMENTS

### DEPARTMENT OF ELECTRICAL ENGINEERING

#### 1. Instruction.

a. During the Academic Year the Department of Electrical Engineering conducted a course of 184 instructional periods for the Class of 1961, covering the subjects of Electric Circuits (41 periods, 1st term), Electrical Machinery (50 periods, 1st term), Communications (13 periods, 1st term), Electronics and Communications (54 periods, 2d term), and Nuclear Physics (26 periods, 2d term). Included in the 184 periods were 108 classroom recitations, 14 lectures, 33 two-hour laboratory exercises, and 29 written reviews, both partial and general.

b. At the end of the first term, the upper 29% of the class were excused from Written General Reviews and took a 6-lesson course on Feedback Control Systems and Analog Computers. During the Second Term, the upper 40% of the class were frequently given assignments that involved a more detailed or more mathematical treatment of the same subject matter given the lower 60%. In addition to this, the upper 27% of the class were excused from Written General Reviews and took a 6-lesson advance course in Nuclear Physics including two 2-hour laboratory exercises. These exercises involved the use of a 1 curie neutron source loaned to the Academy by Brookhaven National Laboratory and marked the first time in Academy history that radioactive materials were used by cadets in the laboratory. In lieu of one recitation in nuclear physics, cadets of the first section visited the Brookhaven National Laboratory and those of the 2d and 3d sections visited the Nevis Cyclotron of Columbia University.

c. Included as an integral part of the course were two guest lecturers. Mr. Carl J. Allen, Advanced Application Design Group, General Electric Co., lectured on the subject of "Illumination." "Modern Trends in Nuclear Reactors" was presented by Dr. Raymond Murray, Burlington Professor of Physics, North Carolina State College.

#### 2. Equipment.

The department purchased the following equipment for the expansion of the Nuclear Physics course: 1 Radiation Analyzer, 1 Scintillation Radiation Detector, 14 Scalers, decade, with timers and 15 Geiger-Muller tubes and holders. In addition the following equipment was purchased for use in the Electronics Laboratory: 1 Telephone Unit, 4 Portable Wattmeters, 2 Frequency Meters, 33 Transistor Breadboard Units, 3 Oscilloscopes. In addition, the department purchased component parts for the Cadet Cyclotron which is now operational. Work was begun on the construction of new electronic tube boards incorporating miniature tubes for use in the 1960-61 academic year.

#### 3. Personnel.

a. Colonel B. W. Bartlett, Professor and Head of

the Department, visited the University of Illinois, Duke University, and Oklahoma University as Chairman of the Athletic Board. He also attended the ASEE Meeting at Pratt Institute, NCAA Meeting in N.Y.C., Board of Overseers Meeting at Bowdoin College in January and June and visited Consolidated Edison Nuclear Reactor Power Plant at Indian Point, Peekskill, N.Y. He escorted Dr. Mall of the Penn. Military College, when Dr. Mall visited the USMA. He also represented the Superintendent at the installation of President Oxman of Pratt Institute and presented a scroll from the USMA. Colonel Bartlett departed in February 1960 on a three-month trip throughout the United States to visit civilian universities, army installations, and AEC activities.

b. Lt. Colonel E. C. Cutler, Jr., Professor of Electrical Engineering, attended the Department of the Army Research and Development Briefing at Fort Jay, N.Y. He also attended the ASEE Meeting at Pratt Institute, Atomic Exposition in N.Y.C., Georgia Institute of Technology to participate in the graduation exercises and receive his PhD degree in EE, and the IRE Convention in N.Y.C. He visited the U.S. Army Signal Research and Development Laboratories at Fort Monmouth, N.J., the Consolidated Edison Nuclear Reactor Plant at Indian Point, Peekskill, N.Y., the U.S. Air Force Academy at Colorado Springs, Colo., and attended the NASA Open House at Langley Field, Va.

c. During the 1959-1960 academic year, officers of the department attended the ASEE-AEC Summer Study Groups at North Carolina State and Michigan State University. The Advanced Weapons Orientation and Weapons Employment Familiarization Courses at Sandia Base, N.M., the Nuclear Weapons Orientation Course at Fort Bliss, and Associate Advanced Officer Courses at Fort Monmouth and Fort Belvoir. One officer attended the Nuclear Physics Society Meeting in Washington, D.C. and presented a paper based on his thesis in nuclear physics. Another officer served as Presiding Officer of the Railway Electrification Committee Session at the AIEE Convention. Three officers of the department pursued graduate courses during the year at Columbia University and at New York University in the fields of EE and Nuclear Physics. Officers visited the Atomic Exposition in N.Y.C., the Missile Assembly Facility of General Electric in Philadelphia, and the SAGE installation at Stewart Air Force Base. Major H.A. Schulke, Jr., Associate Professor of the department, visited the Lawrence Radiation Laboratory, Livermore, California as guest engineer for 6 weeks. Six officers scheduled to join the department attended full-time graduate courses leading to degrees of Master of Science in Physics or EE.

d. The department once again sponsored the preparation of technical papers for presentation by cadets at the 1960 Eastern Colleges Science Conference held at Hunter College, N.Y.

#### DEPARTMENT OF ENGLISH

1. The Department of English conducted courses as follows:

Fourth Class

8 September 1959 to 2 June 1960 - Composition, Selected Readings, Speaking, and Research Procedures (106 lessons)

Third Class

24 November 1959 to 2 June 1960 - World Literature (63 lessons)

First Class

8 September 1959 to 23 November 1959 -

Advanced Exposition (27 lessons)

2. Fourth Class Course.

a. The objective of the Fourth Class course was to develop clear, logical, and forceful self-expression.

b. During the academic year, each cadet read twenty-seven essays, five short stories, two plays, one epic poem, and at least one book of his own choice. He gave three speeches and wrote eight one-paragraph papers, two one-paragraph précis, twenty-three 500-word themes, one feature article, one book review, and one 1200-word research paper.

c. 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.

d. 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 and 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.

e. 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 he was required to draw on assigned reading and on the reading he had done for his research paper.

f. Sections 2, 3, and 4 were excused from Written General Reviews at the end of the Second Term. Their reading was increased by one Shakespearean play.

g. In September, every Fourth Classman took a validating examination in English which resulted in the top sixty cadets being placed in the first section for a course in the development of American ideals as reflected in

literature. Teaching techniques used were lectures, cadet panel discussions, and classroom discussions.

### 3. Third Class Course.

a. The two 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 writing.

b. The course consisted of sixty-three lessons in which the cadets read, discussed, and wrote about the literature of western civilization from Ancient Greece to the present day. Many nationalities were included among the twenty-two authors whose works were studied. The course emphasized three major relationships possible to Man: (1) Man and Nature, (2) Man and his Fellow Man, (3) Man and God. Every opportunity was taken to make the cadets aware of the bearing upon the continuing problems of humanity.

### 4. First Class Course.

The objectives of the First Class course were (1) to improve the ability of the First Classmen to write and speak effectively, and (2) to develop further their skill in reading, logical analysis, and criticism. The course of twenty-seven hours was essentially one in advanced expository writing.

a. Reading. The problems considered in the reading program were drawn from three general areas: (1) Man's Political and Cultural Patterns, (2) The Impact of Science Upon Man, and (3) Approaches to Man's Understanding. The reading assignments were selected to illustrate the continuing nature of the problems as well as their contemporary significance. To stimulate cadet thinking, instructors encouraged free expression of ideas in open classroom discussion of the assigned reading.

(1) Man's Political and Cultural Patterns. Three objectives were sought in the analysis of Man's Political and Cultural Patterns: to evaluate the principles and practices of Democracy, to evaluate the principles and practices of Communism, and to consider the continuing conflict between Democracy and Communism.

(2) The Impact of Science Upon Man. The study of the Impact of Science Upon Man was begun with a view of man from the perspective of science. What is Man's uniqueness? What tools can man use to discover his environment? Various areas--pure science; applied science; the potentialities and limitations of Man and the nature of reality, as portrayed by modern science--were then considered. In particular, cadets read about and pondered the possibility that Man might ultimately be reduced to slavery or robotism through his use of Science. This bloc of reading assignments included articles by Julian Huxley, a widely read English

biologist; Morris Cohen, a former professor of philosophy at the University of Chicago; Abraham Flexner, who helped inaugurate the Institute for Advanced Study at Princeton; Percy W. Bridgmann, Fellow of the American Academy of Arts and Sciences; and Walter Stace, a professor of philosophy at Princeton. The cadets also read a novel which imaginatively depicted Man's possible future, if present trends are projected: Aldous Huxley's Brave New World.

(3) Approaches to Man's Understanding. Having viewed Man's problems and possible solutions in terms of his social organizations and from the point of view of science, the cadets now considered other possible approaches to the problems through literature, philosophy, religion, psychiatry. In considering these approaches, the cadets read articles by Jacques Barzun, professor of history at Columbia University; Cyril Joad, English philosopher and critic; A.C. B. Lovell, English astronomer; J.W.N. Sullivan, an able expositor of post-Einsteinian science; William James, American philosopher; Plato, Greek philosopher; Eric Fromm, psychoanalyst and author; and Walter Lippmann.

b. Writing and Speaking. Writing assignments in the First Class course varied in kind. Sometimes the written exercise was a paragraph discussion of the reading. Four times during the course it was a theme on a subject within the broad area of the particular problem under consideration. At writing-workshop periods the cadets' papers were criticized in terms of the major concepts of expository writing: unity, coherence, emphasis, analysis, and logic. In addition to the classroom discussions, each cadet was assigned to critique one of the reading selections in the course. At the beginning of each lesson, one cadet gave a formal, ten-minute oral critique and then acted as the moderator of the classroom discussion. Thus the objectives of the Fourth Class course were carried through the entire curriculum of the Department of English.

## 5. Departmental Library.

During the year the purchasing and processing of books for the departmental library was transferred to the Post Library. Under this system 136 books were accessioned into the library and 178 books were purchased as curriculum-support for the Fourth Class Advanced Course in "American Ideals." These latter books were maintained directly in the section room of the Advanced Course and were used extensively by the cadets in the preparation of reports. In addition, 111 paperback books were purchased with departmental funds for issue to instructors in the literature course. These books provided instructors with a readily available reference to complete works of a number of authors in the course.

## 6. Extra-Departmental Activities.

a. Early in the fall of 1959, Colonel George R. Stephens, Head of the Department, took a week of administrative leave at Harvard University, doing research on Tennyson. He spent a week in May, 1960, visiting the English Departments

at Princeton University, the University of Pennsylvania, U.S. Naval Academy, American University, Gettysburg College, and Cornell University. Colonel Stephens continued his collaboration with Colonel Sherman L. Kiser, USA-Ret. on a book on government. He was the author of one of the Mediaevalia appearing in Mediaeval Studies, Volume XXI, Toronto, December, 1959. He was a working member of the Committee on College English for Non-Major Students, a subcommittee of the National Council of the Teachers of English.

b. Colonel Russell K. Alspach, Deputy Head of the Department, was on sabbatical leave until November 1, 1959. During his sabbatical leave he continued work on his Variorum Edition of the Plays of W.B. Yeats, and completed work on a revised edition of his book entitled Irish Poetry from the English Invasion to 1798. This revised edition was published in March of 1960. In August, Colonel Alspach attended a meeting of The American Folklore Society held at Albany, N.Y., where he read a paper on "Yeats and the Legend of Innisfree." In the spring and early summer of 1960, he visited the Library of Congress, and the libraries and English departments at Harvard, Yale, and Princeton universities.

c. Lt. Colonel Wilfred C. Burton, Associate Professor, attended the annual meeting of the Modern Language Association in Chicago in December, 1959.

d. Lt. Colonel Burton and Major William L. Webb, Jr., attended a conference of faculty representatives of the service academies at the U.S. Air Force Academy in March of 1960.

e. Ten officers on the staff took part-time graduate courses at Columbia University; eight of these were taking courses beyond the requirement for Master of Arts. One officer received his Professional Diploma in the Teaching of English from Teachers College of Columbia University. One officer attended summer school at Harvard University.

f. The Department sponsored the West Point Extraneous Speaking Contest in March and April. Cadet Claude L. Clark, Class of 1960, was the winner. Some of the debates of the West Point Invitational Debate Tournament were held in Fourth Class section rooms, and each Fourth Classman audited a debate in lieu of a regular recitation in English.

g. During the summer of 1959, seven officers of the Department assisted the Tactical Department in the tactical training conducted for the Third Class at Camp Buckner.

#### DEPARTMENT OF FOREIGN LANGUAGES

1. Emphasis continued to be placed on imparting to cadets the ability actively to use the foreign languages they are studying, and on bringing to them all that is possible of the life, the daily events, and the culture of the countries in which those languages are used. Contributing to accomplishment of the latter aim is the availability in our academic area of projection television, by means of which the

students of French were able to receive a vivid impression of the character of President de Gaulle as he spoke in French before a Washington audience, while on another occasion the students of Russian observed scenes of Russian life beyond the capacity of any school or department to reproduce.

2. The number of separate language courses now available, totalling eight with inclusion of the three advanced courses, made it possible to provide instruction in the language of the cadet's own choice for more than 91 per cent of the class which entered in July of 1959. Only one cadet was required, by force of circumstances, to accept a third-choice assignment, all the others having been accommodated in their second choice or better.

3. Distribution of cadets among the several courses at the close of the year was as follows:

	Third Class	Fourth Class
Advanced French	3.1%	3.3%
Advanced German	2.8	3.6
Advanced Spanish	2.9	3.4
French	22.5	22.7
German	17.8	17.4
Portuguese	8.2	7.0
Russian	13.4	14.5
Spanish	29.3	28.1
	<u>100.0%</u>	<u>100.0%</u>

4. Classroom techniques which have proven their value over the years were continued, but continued also was the supervisors' close attention, resulting in regular evaluation and in frequent adaptation to fit differing situations in the several courses. Use of a variety of visual aids in the classroom afforded greater opportunity for supervised speech practise by cadets, since the instructor was able to guide the conversation with a minimum of words on his part. Text-books were reviewed after each phase of language instruction to determine whether they were the best suited to the type of instruction or whether better ones should be sought. While change for change's sake is not desired, the search for possible improvement is continuous.

5. Self-improvement has been the aim of officers of the Department, with the example set by Colonel Walter J. Renfro, Professor of Foreign Languages, who will have attained the degree of doctor of philosophy in the summer of 1960. Two officers took part-time graduate courses at civilian institutions in New York, five attended the summer language schools at Middlebury College, and three travelled abroad in the countries of their language specialty. One other officer, while on leave, participated in phonetics instruction at Middlebury and, as a guest speaker, gave a lecture in German at Princeton University.

6. During the year officers of the Department attended the annual meetings of the Modern Languages Association at Detroit and of the Northeast Conference on the Teaching of Foreign Languages at Atlantic City. One professor

visited the language-teaching facilities where future instructors in the Department are engaged in preparatory study in Madrid, Paris, and Heidelberg.

7. The Department continued to place on public display a frequently-changed series of exhibits relating to the countries whose languages are taught at the Military Academy. Spectacular effects were in some cases achieved, thanks to the interest shown and the aid furnished by the Metropolitan Museum of Art, the West Point Museum, and the Foreign Trade Bureaus of several countries in New York.

8. An additional cultural contact was created during the year with inauguration of a program of Sunday "listening hours" by the newly-organized audio and music section of the United States Military Academy Library. By arrangement between the Department of Foreign Languages and the Library certain programs of foreign music were played to volunteer audiences at times during the year when a direct tie-in could be arranged with scheduled foreign language readings dealing with the music of the countries which use those languages.

9. Lieutenant Colonel Contreras of Mexico and Major Montezuma of Brazil finished two-year assignments at West Point and departed for their respective countries. They have been replaced by Major Helio B. Corradini of Brazil and Major Mario Carballo of Mexico. Mr. Preben Vils, civilian instructor in Portuguese since 1948, likewise departed, and his place was taken by Mr. Frederick G.H. Garcia of Brazil. In their first year of duty these instructors have already established themselves as outstanding teachers, fine examples for the cadets, and worthy representatives of their home countries.

10. Guidance was furnished during the year to cadets in connection with foreign language club programs, and to individuals planning to visit overseas countries during the course of leave or temporary duty in the coming summer. Preparation was begun on the elective courses expected to be offered in the next academic year. An officer of the Department has been designated as advisor for the exchange of visits this summer between cadets of the United States Military Academy and the German Military School. A booklet of information has been compiled to assist incoming cadets in making a suitable choice among the languages offered here for study.

#### DEPARTMENT OF LAW

1. 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 the conventional 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 three moot-court cases in which each cadet actually performed some key duty connected with a special court-martial. An opportunity was also afforded all First Classmen to attend, as spectators, actual trials held on the post during the year.

2. 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. Copies of it and other pertinent Department of the Army publications such as DA Pamphlet No. 27-10, Military Justice Handbook, The Trial Counsel and The Defense Counsel, were issued to each cadet. The following 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), Non-Judicial Punishment (TF 15-1967), and Your Legal Status in the Republic of Germany (AFIF 92). Instruction was also given on the Geneva Conventions of 12 August 1949, as prescribed by DA Pamphlet No. 20-151.

3. The second U.S.M.A. edition of Elementary Law was continued as a text in that sub-course. The fourth revision of the other text prepared by this Department, Constitutional Powers and Limitations, was used during the academic year. The use of Miller on Criminal Law and McKelvey on Evidence, our only commercially produced texts, was continued, the latter being extensively implemented with the departmental pamphlet Military Cases on Evidence. This casebook, revised during the year, contains extracts from the reports of the United States Court of Military Appeals and Boards of Review in important cases arising during and since the Korean War. An extensive use was made of the facilities now available at Thayer Hall for bulletin board, display case, and other visual methods of instruction.

4. Major General Stanley W. Jones, USA, The Assistant Judge Advocate General of the Army, visited the Department on 11 March. Other visitors during the academic year included Walter Gellhorn, Betts Professor of Law, Columbia University, and various staff judge advocates from continental and overseas commands.

5. The Professor of Law and Head of the Department made three liaison visits to the office of The Judge Advocate General of the Army. He attended the annual meetings of the American Bar Association and The Judge Advocates Association at Miami Beach, Florida, 23-27 August. The Associate Professor attended a conference of Service Academy faculties at the Air Force Academy, 23-26 March.

6. The Department faculty continued to be of highest professional caliber, all instructors being graduate lawyers, members of the Bar and members of The Judge Advocate General's Corps of the Army. Three new instructors and a new Associate Professor selected to report this summer possess the same qualifications.

#### DEPARTMENT OF MATHEMATICS

##### 1. Mission - Teaching Objectives.

The mission of the course is to give each cadet the mathematical education essential to his career as a



Standard Course:     8 Sep 59 to 13 Jan 60 - Algebra, Slide Rule, Plane Trigonometry, Solid Geometry, Spherical Trigonometry, and Analytical Geometry.  
                           13 Jan 60 to 24 Jan 60 - Written General Reviews.  
                           25 Jan 60 to 19 May 60 - Algebra, Analytical Geometry, Differential Equations.  
                           19 May 60 to 2 Jun 60 - Written General Reviews.

Third Class

All Sections:        8 Sep 59 to 11 Jan 60 - Algebra and Integral Calculus.  
Upper Sections:     11 Jan 60 to 23 Jan 60 - Algebra and Integral Calculus.  
                           23 Jan 60 to 2 Jun 60 - Differential Equations, Probability and Statistics.  
Lower Sections:     11 Jan 60 to 23 Jan 60 - Written General Reviews.  
                           23 Jan 60 to 16 May 60 - Algebra, Integral Calculus, Differential Equations, Probability and Statistics.  
                           16 May 60 to 31 May 60 - Written General Reviews.

3. Text Material.

a. Colonel Nicholas, Head of the Department, continued to write his textbook on calculus which has been mentioned in the reports of the last two years. Material introduced in the 1959-60 course included a treatment of orbits in Fourth Class calculus, featuring the following:

- (1) Derivation of orbit equations using Newton's Laws.
- (2) Proof of Kepler's Laws.
- (3) Basic problems in satellite orbits and long range trajectories. Portions of the new text previously in use were revised and used in both Third and Fourth Class instruction.

b. The text written by Lt. Col. H. Richardson during 1958-59 was edited by the Department and sufficient copies reproduced for use by the cadets of the first section on an experimental basis. This text, with its emphasis on using the cadets' mathematics background in calculus to explore the theoretical aspects of probability and statistical inference, will be used in the top four sections of the Third Class in the 1960-61 Academic Year.

#### 4. Course Revision.

In order to include a mathematics elective for cadets of the First Class and provide mathematics instruction for those cadets who completed the Fourth Class Advanced Course, a course in advanced calculus was prepared for introduction into the department curriculum for the 1960-61 Academic Year. This required major revision of Fourth Class instruction into the standard and advanced courses mentioned under paragraph b and will require even greater revision of the Third Class course, commencing with the Fall Term of 1960, into standard, accelerated, and advanced courses. Third Class cadets taking the advanced course will study advanced calculus as well as the extended differential equations course. These cadets will have completed most of integral calculus by the end of the Fourth Class year, and therefore will be prepared to take up this new course (which will include the uncompleted portions of integral calculus) in the first semester of the Third Class year. The accelerated course, made up of cadets who have demonstrated outstanding proficiency in mathematics but who have not completed the Fourth Class Advanced Course, will take a course similar to that given to upper sections in the past year, to include the extended differential equations course. They will not take advanced calculus. The Third Class Standard Course in the 1960-61 Academic Year will resemble that which was taught in the previous years.

#### 5. Keeping Abreast of Developments in Mathematics.

a. Advanced calculus was prepared for addition to the curriculum commencing with the 1960-61 Academic Year. Mathematics of orbits was introduced into Fourth Class calculus in the spring of 1960.

b. The department was represented at:

Conference on Advanced Placement for Mathematics Students, at Ripon College by the CEEB.

Conference on Impact of Advanced Standing on School and College Mathematics, at Lawrenceville, New Jersey.  
"Design of Experiments," conference at Fort Detrick, Maryland.

c. The department was represented in visits to the ITT plant, IBM plant, and the Department of Mathematics, U.S. Air Force Academy. Colonel Nicholas lectured at Ladycliff College on orbits and his article, entitled "The Cadet and the Orbit" was published in the fall issue of Assembly.

d. A machine calculator course was conducted for volunteer students of the Third Class. A total of 90 cadets completed the course.

e. Two officers attended the summer session in Statistics, North Carolina State College, during the summer of 1959; one officer attended the summer session at the University of Washington in the summer of 1959. Thirteen officers studied advanced mathematics at universities in New

York City on off-duty time. Six officers were assigned to school at RPI for full time study leading to a masters degree in mathematics and subsequent assignment in the Department of Mathematics in July 1960.

#### 6. Keeping Abreast of the Military Profession.

The Military Applications Committee continued to correspond with the various service schools to secure material concerning the applications of mathematics to missiles and other rapidly developing fields of modern warfare. Several members of the department attended conferences throughout the country on various military subjects, e.g., three officers attended the Advanced Orientation Course for officers in Sandia, New Mexico, three officers attended the Atomic Weapons and Guided Missiles School at Fort Bliss, one officer attended the Armor Conference at Fort Knox, and one officer attended the Atomic Refresher Course at Ford Dix, New Jersey.

#### 7. The Christmas Open House.

During the Christmas vacation period the department again conducted Open House for cadets, their parents, and their friends. Over 700 persons attended, many of whom expressed their appreciation orally or in writing for the instructive exhibits shown. The Open House is designed to show graphically the objectives, the scope of the course, the training aids employed, and the results obtained. The display consists of exhibits illustrating each of the principle subcourses, with particular emphasis on application to the military profession.

#### 8. The Cadet Mathematics Forum.

The Cadets Mathematics Forum is an extracurricular club composed of members of the First and Second Classes who desire to investigate mathematics beyond that taught in the courses at West Point. Their program during the year included lectures and conferences on Queueing Theory, Relativity, Set Operations, Numerical Methods, Computer Programming, Computer Logic and Tensors. Some of the members also attended lectures by prominent mathematicians at Vassar College and Ladycliff College. The lecture at Vassar was by Dr. Kemeny of Dartmouth, on the subject of "Random Walks." At Ladycliff Professor Kline directed a discussion of "The Modern Revolution in Mathematics." The Forum made a visit to ITT facilities at Nutley, New Jersey, and to the IBM installation in New York City.

### DEPARTMENT OF MECHANICS

#### 1. The Course.

a. The following subjects were taught to all 570 members of the Second Class (1961):

SUBJECT	PERIODS (80 Minute)
Mechanics of Solids	105
Engineering Mechanics	(68)
Strength of Materials	(37)
Mechanics of Fluids	106
Thermodynamics	(52)
Fluid Mechanics	(54)

b. Laboratory exercises illustrating classroom theory were conducted in all courses except Engineering Mechanics. Second Classmen attended Mechanics of Solids and Mechanics of Fluids each three times per week throughout the academic year.

c. At the end of the first term, ten cadets were required to take the term-end examination in Engineering Mechanics and seven failed to pass the course. In Thermodynamics, fourteen cadets took the term-end examination and four failed to pass the course. At the end of the second term seven cadets were required to take the term-end examination in Mechanics and Materials. Six passed the course, one failed. (Entitled to re-examination.) In Fluid Mechanics, two cadets took the re-examination, and both passed the course.

## 2. Highlights of Instruction.

a. The Department of Mechanics instituted an Augmented Thermodynamics course for the top 7% of the Second Class, during the first term. This group covered the normal Thermodynamics course at an accelerated pace and then proceeded to advanced topics in Thermodynamics in a more rigorous and sophisticated manner. The course was offered to cadets based on early-term grades in the normal Thermodynamics course, and the augmented course was elected by all who were eligible.

b. Advanced work was given to approximately the top one-third of the class in lieu of certain written reviews.

(1) In Engineering Mechanics, this work consisted of four lessons on the graphical solution of force systems and graphical truss analysis.

(2) In Strength of Materials, a recitation period was devoted to Mohr's Strain Circle and two laboratory exercises were spent on the use of strain rosettes.

(3) In Thermodynamics, 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.

(4) In Fluid Mechanics, the top cadets worked a special problem involving the design of a water

supply system, and also participated in a stream gaging exercise on Popolopen Creek.

### 3. Significant Activities.

a. Expansion and renovation work on the Department offices was completed, alleviating a critical space problem which had existed since 1958.

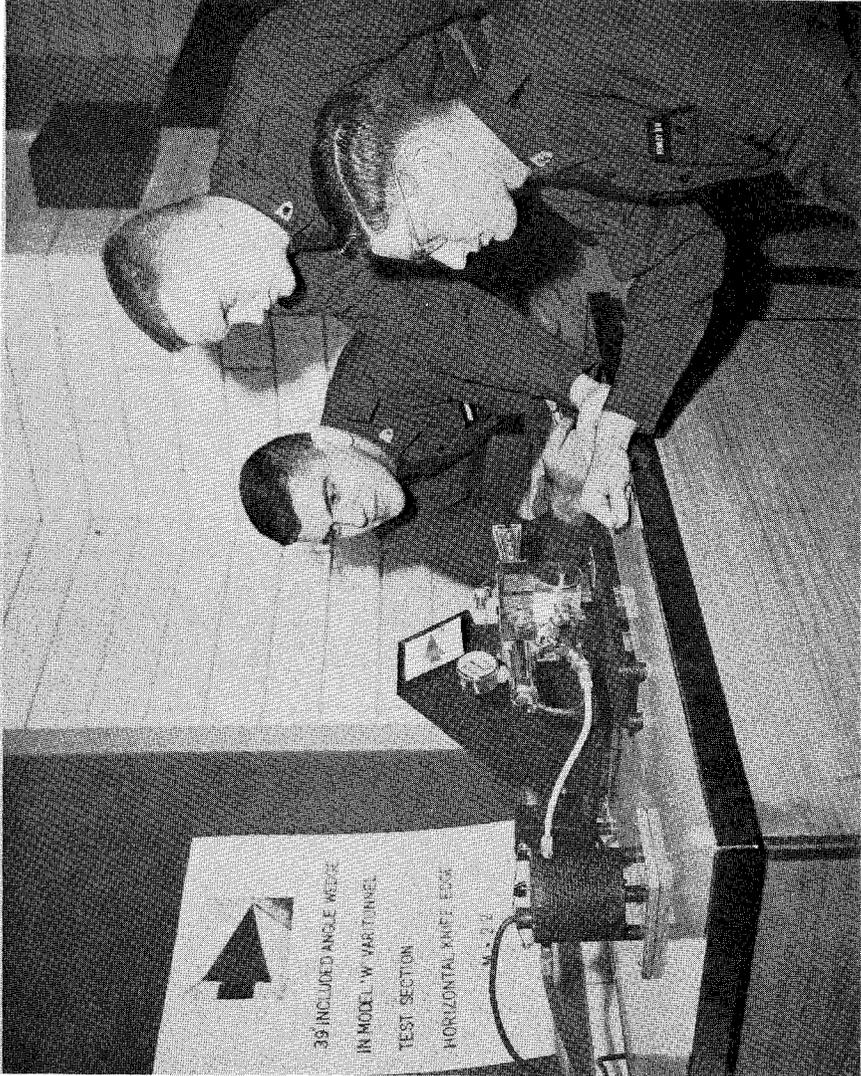
b. Plans were formulated and lesson outlines prepared for the Augmented Courses the Department will offer in the 1960-61 Academic Year. In addition, plans were formulated for the two elective courses which the Department proposes to offer in the second term of the 1960-61 Academic Year. These new courses include Vector Mechanics (Augmented-Solids), Space Mechanics (Elective - Solids), and Fluid Dynamics (Elective - Fluids).

c. Captain E. G. Miles, Instructor, presented a paper on "Distributed Suction Boundary Layer Control" at the Aviation Conference of the American Society of Mechanical Engineers in June 1960.

d. Two instructors, Major J. H. Tormey and Captain W. E. Read, received grants from the National Science Foundation to pursue advanced study during the summer of 1960. Major Tormey will attend courses in Thermodynamics at Stevens Institute of Technology, and Captain Read will study Dynamical Astronomy at Yale University.

e. Major G. B. Fink, Associate Professor, Major P.T. Boerger, Instructor, Captain A.L. Romaneski, Assistant Professor, and Captain T.R. Woodley, Instructor, pursued graduate level courses at Columbia University in New York City evenings throughout the year to increase their technical knowledge. Major H.L. Sargent, Assistant Professor, pursued graduate courses at Stevens Institute of Technology in a similar manner.

f. A new supersonic, nitrogen blow-down wind tunnel was added to the Department's facilities. The tunnel, with its Schlieren viewing apparatus, enables cadets to observe shock wave formations at very high speed flow. (See illustration)



New Supersonic Wind Tunnel

## DEPARTMENT OF MILITARY ART AND ENGINEERING

The department conducted two courses for the First Class (551 cadets): History of the Military Art and Civil Engineering.

### 1. History of the Military Art.

a. The periods allotted to each part of the course were as follows:

Military Doctrine	3
Great Captains before Napoleon	3
Napoleon's Campaigns	12
Reading: <u>The United States Army</u>	1
Civil War	16
Military Philosophers (Jomini, Clausewitz, Schlieffen)	3
World War I	16
First Term Written General Reviews	2
Introduction to Modern Logistics	1
World War II	36
Employment of Tactical Nuclear Weapons	7
The Korean War	2
Second Term Written General Reviews	2
Total	104

b. The instructional periods outlined above were supplemented by:

(1) Eight half-hour lectures by department personnel, introducing the subcourses of instruction: the inter-relationship of weapons, tactics, and military organizations; and the Battle of Gettysburg.

(2) Twelve half-hour lectures by department personnel on outstanding American military leaders of the Civil War, World War I, and World War II periods.

(3) A full period lecture by the Head of the Department on the Battle of Tannenberg.

(4) A full period lecture by Lt. General Frederick Foertsch (German Army), Deputy Chief of Staff, Plans and Policy, SHAPE on German-Russian Operations on the Eastern Front in World War II.

(5) Seventeen motion pictures on military operations in World War I, World War II, and Korea, and a series of hall displays, prepared by Museum personnel with guidance from the department, illustrating the historical periods under study.

(6) Special topic presentations by cadet volunteers from all sections and performance of outside reading in the field of the military art by cadets of the five upper sections during the Written General Review periods.

c. During the year, twenty-four selected cadets prepared 3000-5000 word monographs on subjects in the military art field. This work was in lieu of the monograph required by the Department of Social Sciences.

d. The project of revising course material and preparing overhead projector slides consumed the efforts of all available instructors during the summer months. This project has now been completed.

e. The department text, The West Point Atlas of American Wars--under preparation by The Head of the Department and part of the staff during the preceding year--was completed and published commercially in September 1959.

f. The Head of the Department--on sabbatical during the year--and one member of the staff began preparation of a combined text and atlas to be used for the subcourse devoted to Napoleon's Campaigns.

g. The Acting Head of the Department and two members of the staff assisted the Department of Tactics in analyzing the military instruction given by them preparatory to a complete revision of that course. In this connection, the department accepted responsibility for assisting in instruction, advising on military art matters, and preparing instructional material for certain Tactics courses--particularly the Military Heritage course.

h. The officer responsible for the Department Reference Room was engaged in the following activities:

(1) The continued improvement and expansion of the Department Reference Room's coverage of the history of the military art necessitated by recent changes in the curriculum. Expansion has been made into periods of military art not covered previously.

(2) Assisting the USMA Library in its development of its new Military Room.

(3) The Civil War Centennial program. In this activity, professional advice in all aspects of that program has been furnished LIFE magazine, the Aero Service Corporation, and a number of individual authors. In addition, forty-eight requests from individual civilians for research information have been answered.

(4) During March 1960, counselling 4th Class cadets engaged in preparing papers on military subjects for the Department of English.

## 2. Civil Engineering.

a. The periods allotted to each part of the course were as listed below:

	<u>Upper Sections</u>	<u>Lower Sections</u>
Structural Analysis	50	45
Structural Design	39	42
Soils and Concrete	15	17
	<u>104</u>	<u>104</u>

Further changes were made in the Soils and Concrete Subcourse by deletion of the lessons on Permanent Fortifications and Field Fortifications and the field trip in Soils. The time thus gained was devoted to three fundamental lessons in Reinforced Concrete Design for all cadets, departing from the previous practice of giving these lessons only to the Upper Sections. In addition, one Written General Review was eliminated, thereby permitting a provocative lecture on Modern Concrete Structures by Mr. John J. Hogan, eminent consulting engineer for the Portland Cement Association. As in the past, the Upper Sections (4 of 10) were given a more advanced course than the Lower Sections. This course provided greater coverage of indeterminate structures in the Structural Analysis Subcourse and more lessons on Reinforced Concrete Design, including for the first time an introductory classroom period on prestressed concrete.

b. For the first time, an Honors Course in Civil Engineering was offered to a very limited number of exceptionally capable cadets who had demonstrated academic proficiency and unusual interest. In this course they were freed from regular classroom attendance and permitted to accelerate their study of the material in the regular course at a pace determined by their own individual capabilities. The time thus gained was utilized to obtain a greater depth of study of the theory taught, as well as to pursue more advanced subjects of their own choosing in the Civil Engineering Field. The results of this experiment were very gratifying, and it is planned to continue the course in the future with appropriate modifications based on this year's experience.

c. Selected individual cadets were permitted to write monographs in the Civil Engineering field in lieu of the Social Sciences field.

d. In the laboratory, all cadets were introduced for the first time to prestressed concrete by an appropriate demonstration and discussion period. It is believed that this is the first small scale laboratory work done at any school on prestressed concrete.

e. A new textbook, Elementary Structural Analysis, by Wilbur and Norris, was adopted for the Academic Year 1960-61. Much preliminary work was accomplished in revising the analysis subcourse for the next year's class.

f. Preliminary work was done on revising the Engineering Analysis-Design Problem for next year to emphasize the whole engineer problem as related to Research and Development projects.

g. A large number of new hallway displays were utilized throughout the academic year showing items not only

of engineering instructional value but relating the engineering, social-political and military art areas. It is planned to further expand these displays next year with added assistance from the Museum staff.

## DEPARTMENT OF MILITARY HYGIENE

The Department of Military Hygiene presented a total of 32 hours each year to the four classes of the U.S. Corps of Cadets. Sixteen hours were presented under the auspices of the Academic Department and sixteen hours under the Department of Tactics.

### 1. Fourth Class.

First Aid, Sanitation and Hygiene. This course, taught under the auspices of the Department of Tactics, instructed the cadet to take care of himself and others in the routine matters of first aid and emergency situations. He was further instructed in the use of sanitary devices in the field. This latter phase prepared him for the five-day road march. The classes of this course were presented by members of the First Class, USCC, during July and August 1959.

9 hours.

### 2. Third Class.

a. Military Sanitation. The purpose of this course was to train the Third Classmen in the sanitary and health problems which confront the small unit commander under field conditions. It included selection and maintenance of bivouac sites, water discipline, waste disposal, insect and rodent control, and a thorough review of life-saving methods. These classes were presented by local personnel during 1959.

2 hours.

b. Military Hygiene. During this course the cadet received instruction in anatomy and physiology. He was familiarized with various categories of communicable diseases, how they attack the human anatomy, and how a military commander can help to control these diseases. He was also instructed in diet and nutrition, general care of the body, and the factors within a given military environment which facilitate disease transmission. The schedule included one hour of instruction in oral hygiene and preventive dentistry. Four lectures were presented by guest speakers during January and March 1960.

10 hours.

### 3. Second Class.

Medical Field Problems. In this course, taught under the auspices of the Department of Tactics, the cadet learned how the Army Medical Service provided support for the combat units of the Army. He was taught the organization, function and employment of medical units from forward echelon back to the division rear boundary in the infantry, armored, and airborne divisions. He was further instructed in 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 1959. 5 hours.

#### 4. First Class.

Military Medicine. During this course, the cadet was instructed in the broader aspects of military medicine, i.e., its strategic implications. He learned that there are diseases peculiar to certain geographic areas, and the influences of these diseases. He was familiarized with the medical aspects of nuclear warfare, including neuropsychiatric considerations. Instruction was given in the function of the Surgeon on higher staff levels and his relationships with command. The cadet was 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 during September, October and November 1959. 6 hours.

### DEPARTMENT OF MILITARY TOPOGRAPHY AND GRAPHICS

#### 1. Courses of Instruction Presented.

a. Military Topography - Fourth Class - both terms - average of 650 cadets - instructional staff, 15 officers. Consisted of plane surveying, map and air photo reading (map mechanics and elementary interpretation), physical geography and military sketching. Included were 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. Course terminated with lecture on The International Geophysical Year.

#### b. Graphics - Third Class.

(1) Basic Course - both terms - average of 550 cadets - instructional staff, 12 officers. Consisted of Descriptive Geometry, Engineering Drawing, and a brief course in Basic Mechanical Elements with departmental lectures illustrating military applications. A special course in Shades and Shadows was given to the first two sections, approximately 120 cadets, in lieu of the second term Written General Reviews.

(2) Advanced Course - for the first time this year, the department presented an Advanced Graphics Course to those cadets having completed standard Graphics courses in either college or high school prior to entering West Point and whose record at West Point indicated advanced abilities. Ninety Third Classmen successfully completed the course out of 120 initially enrolled - 30 cadets were transferred to the basic course due to their difficulties in maintaining the accelerated pace. Advanced course consisted of Advanced Descriptive Geometry, Graphical Arithmetic and Algebra, Vector Geometry, Empirical Equations, Nomography, and Graphical Calculus, with application problems. Cadets completing the course will receive transcript credit for the advanced course in addition to the basic course. Both cadets and faculty considered the new innovation highly successful.

## 2. Extra Departmental Activities.

a. Throughout the Academic Year the department has been heavily engaged in preparing for curriculum changes to be initiated Academic Year 1960-61. Major activities were as follows:

(1) Preparation of a 33-lesson subcourse in Physical Geography with introductions to Meteorology and Climatology, to be presented to the Class of 1964.

(2) Preparation of a 37-lesson subcourse in Astronomy and Descriptive Astronautics to be presented to the Class of 1964.

(3) Preparation of a 36-lesson subcourse in World Geography to be presented to the Class of 1964.

(4) Preparation of three 45-lesson subcourses in Advanced and Basic Graphics to be given during the transition year to the Class of 1963.

(5) Preparation of three 60-lesson subcourses in Advanced and Basic Graphics to be presented to the Class of 1964.

(6) Preparation of a 30-lesson subcourse in Earth Measurements to be presented to the Class of 1964.

(7) Seventeen departmental instructors attended graduate courses at Columbia University and Hayden Planetarium throughout the year in the late afternoon and evenings taking courses in preparation for the new courses to be presented by the department next year.

(8) Department assisted the Department of Tactics in preparing course in Map Reading, Air Photos and Map Analysis to be presented by that Department to the Class of 1964 and succeeding classes. These subjects will be eliminated from the MT&G program to make room for the new courses listed above.

(9) The department instructed 26 NCO's of the 1st Battle Group in Map Reading and Analysis in preparation for their assignments to instruct these subjects to the Class of 1964 as part of Tactics instruction presented by the 1st Battle Group.

b. Department personnel compiled and published a book, Studies in Graphical Representations for use in cadet instruction.

c. Department personnel compiled and published, in cooperation with the Army Map Service and the U.S. Geological Survey, a Terrain Study Atlas for cadet instruction. Publication consists of 102 maps of the United States on which physiographic features are annotated.

d. Department furnished graphical material and

assistance to cadets of all classes in the preparation of charts and graphical displays required by other departments - the Department of Tactics and extracurricular activities.

e. Department furnished officers to the 1st Battle Group to assist in Map Reading, Terrain Analysis, and other instruction for Third Classmen at Camp Buckner.

f. Professors and instructional staff of the department visited many military installations, civilian industrial concerns, colleges and universities and attended professional meetings to insure department instruction and equipment is completely modern and timely.

## DEPARTMENT OF ORDNANCE

1. Outline of Course. The following three subcourses comprised the Department of Ordnance Course of Instruction:

- 13 periods - Engineering Materials and Processes, including metallurgy, plastics, methods of forming.  
(1 lab)
- 52 periods - Armament Engineering, including chemical and nuclear energy sources; propulsion, trajectories, and terminal effects; and analysis of components of weapon systems.  
(8 labs)
- 39 periods - Automotive Engineering, including power plant, power train, running gear, and performance characteristics.  
(9 labs)

### 2. Revisions.

a. Both major subcourses, Automotive and Armament Engineering, have been under revision and the corresponding texts, locally written, now reflect the changes made.

(1) Increased emphasis has been placed in mathematical analysis of the Power Plant, Power Train, and Running Gear in the Automotive Engineering text.

(2) Increased emphasis on techniques of analysis applied to weapon system concepts, while broadening the overall scope of coverage to the extent that approximately 83% of the subject coverage has common application to the Doctrines of Astronautics as defined by the American Rocket Society.

b. A significant increase was made in the assignment of ungraded homework.

c. The number of short student presentations on pertinent engineering components was increased with excellent results.

d. The Automotive Laboratory facilities were extended from two to seven engine dynamometers. One chassis dynamometer was added. Additional power plants and vehicle

chassis were received and instrumented for these units. Consoles containing all instrumentation were fabricated and all instrumentation completed. Accurate instruments for measuring air consumption were constructed and calibrated.

e. The capability of the small Armament Laboratory in Thayer Hall has been expanded to demonstrate phenomena peculiar to weapon technology such as: propellant strand burning equipment, gasoline-air rocket motor with full instrumentation, function generators for the analog computers, a 2 inch shock tube with instrumentation, a small Schlieren projection system for depicting shock waves, a water analog for illustrating flow phenomena, components of liquid and solid fuel motors, operational radio-inertial guidance and infrared homing devices to demonstrate guidance techniques in missile application.

### 3. Initiation of Ordnance Engineering Research Papers.

Fifty-four First Classmen elected to prepare their required monograph in Ordnance Engineering. Eight of these papers were presented to the Annual Eastern Intercollegiate Science Conference. Many of the others were presented as a part of regular Ordnance Engineering instruction. This program permitted more time and opportunity than the former Special Project Program for creative thinking in an individual's particular field of interest. Six papers were presented in two special seminars to members of the Staff and Faculty to demonstrate the particular capability of members of the First Class in the applied sciences.

### 4. Lectures.

a. Nineteen lectures were sponsored: eight by Department Personnel and eleven by guest lecturers.

b. Top-level officers and civilians from the Army, Navy, Air Force, and Industry gave conferences to the upper half of the class excused from the Written General Reviews. These presentations not only proved instructional but tended to stimulate unification by showing the roles and problems of the sister services in the area of research and development.

### 5. Educational Trips.

The entire Class of 1960 visited Aberdeen Proving Ground on 31 May and 1 June to witness engineering tests, scientific test equipment and instrumentation, day and night demonstrations of the latest developments in Army Vehicles, Weapons and Ammunition.

### 6. Extracurricular Exhibits.

In order to stimulate the interest of all cadets in the newest scientific and engineering developments, special displays have been sponsored or exhibited by the Department throughout the year in the Rotunda of Thayer Hall covering the following subjects: Explorer I Satellite, Actual Reentry Nose Cones, Liquid and Solid Rocket Fuels, Modern Maintenance

techniques, Inertial Guidance, Missile Accessory Power Units and Actual Flown Units, Digital Computer Systems, Dynamic Automatic Weapon Analysis, Plastic Cartridge Cases, Radio Inertial Guidance, USAF Falcon Missile, and Rascal Liquid Rocket Engine.

#### DEPARTMENT OF PHYSICS AND CHEMISTRY

##### 1. Physics - Third Class - 8 September 1959 to 2 June 1960.

a. There were 106 attendances during the year, of which 19 were laboratory periods. The course was a typical first year physics course taken by students of science and engineering. It included topics in the fields of mechanics, heat, electricity and magnetism, sound, light, and optics.

b. In the second term, the upper two sections, representing approximately twenty percent of the class, were given a more advanced course in optics, using the text "Optics" by Sears. The emphasis in this course was placed upon electromagnetic wave theory as well as physical and geometric optics.

c. To provide the cadets with a broader basic knowledge and stimulate interest in reading in the scientific field, all cadets in the top seventy percent of the class were required to submit written reports on books chosen from a suggested reading list.

##### 2. Chemistry - Third Class - 8 September 1959 to 2 June 1960.

The following three subcourses comprised the offering in Chemistry:

106 periods - General College Chemistry, emphasizing the fundamental facts and theories of modern chemistry and descriptive chemistry of the elements and their compounds. Twenty laboratory periods and nine formal lectures by department personnel were included in the course.

52 periods - Advanced Inorganic Chemistry. A new course designed to meet the needs of 115 selected cadets who had demonstrated proficiency in chemistry. This course met successfully the challenge of affording this group an opportunity to increase their knowledge by taking a more advanced course in chemistry in lieu of repeating a subject which they had studied previously or in which they were already proficient.

54 periods - Organic Chemistry. A new course, designed to carry on the work of the advanced course in chemistry, covering the

fundamental principles of the chemistry of the carbon compounds.

3. **Cadet Motivation.** Cadets who demonstrated proficiency were offered advanced level courses in Physics and Chemistry of greatly increased depth and rigorous treatment. Approximately twenty percent of the Third Class participated in this program. Results of the testing program proved that the advanced courses were completed successfully.

4. **Improvement of Course Content.** During the year, an intensive study of new textbooks was conducted. Physics for Students of Science and Engineering by Halliday and Resnick was selected for use starting in September 1960. This text combines modern physics with the classical approach. Three new texts were adopted in chemistry and the necessary publications and course materials to implement the instructional program were prepared. Under study is a new course in Physical Chemistry to be offered as an elective to the First Class in 1960-61. This would complete the normal chemistry sequence of Inorganic Chemistry, Organic Chemistry, and Physical Chemistry.

5. **Department Activities.** In December 1959, Captain Dickinson of this department attended the meeting of the American Physical Society, Plasma Physics Division, at the Naval Postgraduate School, Monterey, California, and presented a report concerning the first clear cut observations of possible flute type instabilities of plasmas in magnetic fields.

#### 6. Selection and Training of Instructors.

a. Six instructors will report for duty during the summer of 1960. Three of them are now completing graduate programs at Ohio State University, Columbia University, and the University of Illinois.

b. During the past year, six instructors have engaged in part-time academic work in the physical sciences at Columbia University and Stevens Institute of Technology. Two of these instructors will complete work for the Doctorate and another has been awarded a Master's degree in Solid State Physics.

### DEPARTMENT OF SOCIAL SCIENCES

#### 1. Introduction.

The Department of Social Sciences, by the nature of its mission, must be in constant and fairly rapid evolution. The subject matter (History, spanning six orthodox college history courses; two Government courses; Geography; Political Philosophy; International Relations; two Economics courses, supplemented by a subcourse in Insurance and Personal Finance; and a course in National Security Problems) is continually expanding. Textual materials, instructional methods, and teaching aids are constantly changing. External relationships with government agencies, other colleges

and universities, higher service schools, learned societies, and other institutions are in a continual state of development and expansion. This year the most important advances--evolutionary rather than revolutionary--were:

a. The complete reorganization of the course in Geography, including the adoption of a new text and the preparation of a new book of readings as a textual supplement. The content of the course was also changed considerably--from a course in economic geography to a regional geography of the world.

b. The introduction of a new text and substantially revised readings, both analytical and descriptive, in the course in Middle Eastern History.

c. The continued revision of the Advanced Course in Russian History to utilize a multi-text approach instead of the traditional emphasis upon a single text.

d. The preparation of a book of readings to supplement the textual material in the course in Contemporary Foreign Governments.

e. More far reaching, and probably more significant progress was made in fields other than lesson content. Some of the changes made are indicated in the following paragraphs.

2. Lecturers. The number of formal lectures sponsored by the Department was considerably increased. Most of these lectures were given by civilian or military speakers with a high reputation in the field of their assigned subject. This year the Department gained a double dividend from many of these lecturers, who not only made valuable suggestions pertinent to the Departmental program but also conducted informal seminars for the instructors after the lecture for the cadets. Over the year these seminars were easily the equivalent of a graduate course at a first-rate institution. In addition to these lectures by visiting speakers, the Department also sponsored an increasing number of lectures by members of the Department. During two years of graduate work and their assignments in the Department, our instructors develop considerable expertise in the areas of their special interest. These lectures enable us to tap this store of knowledge for the benefit of all the cadets.

3. Special Stimulation of Cadet Interest. Cadets of the Second Class who expressed a special interest and were felt to be academically qualified were permitted to take the advanced courses in Russian History, Middle Eastern History, American Diplomatic History, and Political Philosophy. Approximately twenty percent of the Second Class were thus given an outlet for their special capabilities and an opportunity to build upon their prior education. The course in National Security Problems offered a similar opportunity to selected cadets of the First Class. All cadets expand their knowledge of individual fields of interest through the preparation of a research paper of 3000-5000 words each year they are in the Department.

#### 4. Teaching, Testing, and Teaching Aids.

a. Since the cutting edge of the educational effort is in classroom instruction, the Department placed continuing emphasis on improvement of teaching techniques. Increased attention was directed to treating the cadet more as an individual through widened use of "augmented sections." Although this technique was applied somewhat differently in each of the courses taught by the Department, it involved, in general, increasing cadet participation by increasing the number of oral Special Topics and of Written Book Reviews instead of the usual emphasis on daily Written Recitations. In a similar effort to increase cadet interest, 100 First Classmen excused from the Written General Reviews in International Relations participated in "Political Gaming," an exercise in role-playing in which they took the parts of policy makers in selected nations of the world. Under faculty control the cadets were required to react to crisis situations in a "game world" designed to demonstrate the complex and dynamic nature of international politics.

b. An important and rapidly growing enhancement of teaching has been the increased use of audio and visual aids designed to broaden cadet opportunities to learn and to stimulate cadet interest in fields of the Social Sciences. The Department began the development of a library of displays for hallway cases and bulletin boards. Audio, visual, museum, and research materials were integrated to portray concepts taught in the Department. To augment these displays, special exhibits were brought by the Department from other institutions and periodically presented in Thayer Hall. The program of Curriculum Supporting Films, conducted during the winter weekday afternoons in collaboration with the Department of English and the Office of Military Psychology and Leadership, was continued and expanded.

#### 5. 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 to an important extent 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

1. Administration.

a. Discipline and Morale. The Corps of Cadets maintained its high standard of morale and discipline.

b. Strength.

	1 Jul 1959	4 June 1960
Class of 1960	**563	*550
Class of 1961	571	544
Class of 1962	695	643
Class of 1963	738	609

\*Includes 53 commissioned, 4 not physically qualified for commission, and 3 foreign cadets.

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

Cadets separated during fiscal year:

Deficiency in conduct	12
Physical Disability	11
Deficiency in Physical Education	5
Deficiency in Physical Education and Academics	5
Deficiency in Academics	86
Deficiency in Aptitude	11
Resignations	93
Honor	16
Deceased	2
Habits and Traits of Character	<u>2</u>
Total -	243

c. Leaves.

(1) Eligible First Classmen were authorized a total of nine weekend leaves during the academic year.

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

(3) Eligible upperclassmen were authorized a 13 day Christmas Leave and a three day spring vacation.

(4) All upper classes were authorized approximately 30 days leave during the summer months.

d. Branch Assignments - Class of 1960.

(1) The Class of 1960 was graduated and commissioned on 8 June 1960.

(2) Eighty-nine percent of the graduates were allotted to the Army and eleven percent to other services.

	Allowed	Assigned
Armor	8 to 12	10%
Artillery	26 to 38	37%
Infantry	30 to 42	31%
Corps of Engineers	12.5	12.5%
Signal	9.5	8.9%

(3) Of the graduating class, 97.96% received their first choice of branch assignment and 2.04% their second choice.

(4) All Army graduates were required to select airborne and/or ranger training.

e. 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.

f. Awards.

(1) The unit awards program was continued and expanded in the performance of cadet activities.

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

g. Company Assignments.

(1) New Cadets were assigned to companies to have an equal proportion of the outstanding and marginal performers assigned to each company. In addition, assignment to companies was made to reduce the height differential between companies.

(2) 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.

2. Supply.

a. Maintenance of Buildings.

(1) North Barracks - due to lack of maintenance funds, renovation of this barracks was not accomplished in 1959. This work will be accomplished during the summer of 1960.

(2) South Barracks - renovation deferred a year due to lack of funds.

(3) East Barracks - conversion of the West Academic Building to Cadet Barracks was completed in August 1959.

b. New Construction.

(1) Cadet Barracks - construction commenced in February 1960 on a new 263 room barracks on the site of the old hospital. It is scheduled to be completed in 1962.

c. Transportation. Transportation was provided for cadets for instruction and trips. MATS provided airlift for cadets visiting their parents in overseas theaters. MATS will also airlift approximately half of the Class of 1961 to Europe for Army Orientation Training during the summer of 1960.

d. Clothing and Equipment.

(1) Army Tan uniforms for the Fourth Class were procured through the Philadelphia Quartermaster Depot.

(2) The short sleeve khaki shirt was adopted this year for cadet wear to replace the long sleeve shirt. Shirts will be phased in over a three year period to allow a wear-out period for the long sleeve shirts on hand.

(3) The regulation Army plastic name tag was adopted this year for wear by cadets to replace the leather name card holder.

(4) A rehabilitation program to improve the appearance of cadet room furniture was begun in 1960. It is hoped that this program can be completed in 1962 in conjunction with the occupancy of the new barracks.

(5) The Ordnance Corps is delivering 580 new cadet sabers to USCC this year to replace unserviceable equipment.

(6) The Command Maintenance Inspection disclosed all equipment to be in a superior condition.

e. Facilities.

(1) The occupancy of East Barracks eliminated all four man rooms. The Corps is presently housed 55% in three man rooms and 45% in two man rooms.

(2) Occupancy of the new barracks in 1962 will allow billeting of two cadets per room throughout the Corps.

3. Military Psychology and Leadership.

a. Cadet Instruction. The following courses were presented:

(1) Leadership in the Service. Presented to First Class - 40 hours. This course provided the cadet with a concept of leadership applicable to all levels of command and an understanding of the fundamentals of effective

management of resources, both personnel and material, in the accomplishment of assigned tasks.

(2) Military Instructor Training. Presented to the members of the Third Class (Class of 1962.) This course was designed to assist the cadet in preparing for his role as a leader in the Corps of Cadets and to prepare him as a military instructor after he becomes an officer.

(3) Psychology. Taught to both the Classes of 1961 and 1962 (36 and 35 hours respectively.) This course was intended to acquaint the cadet with some of the principles and concepts of human behavior and to provide a theoretical background for the First Class Leadership Course.

b. Army Orientation Training. First and Second Classes participated in this program. Two hundred sixteen First Classmen served with divisions at Forts Riley and Hood while 347 Second Classmen were detailed to divisions at Fort Benning, Ga., Fort Bragg, N.C., and Fort Campbell, Ky.

c. Aptitude for the Service. During the 1959-60 period the discharge rate for deficiency in Aptitude continued to increase slightly to approximately 2½% of class entering strength. The proportion of a class conditioned in Aptitude remained stable at 3½% of entering strength.

d. Cadet Public Relations Council. This council has the mission of informing the general public about West Point with a view toward interesting potential candidates in admission and to provide public speaking experience for cadets. Both the Admissions Division and the Information Office utilized cadets in support of respective missions. It is estimated that cadets spoke before live audiences of over 62,000 people. In addition to the above, cadets made 43 TV and 35 radio appearances.

e. Miscellaneous.

(1) This office administered the Fourth Class Sponsor Program in which officers of the post sponsor new cadets.

(2) The Dwight D. Eisenhower Award for Excellence in MP&L Courses was presented to Cadet Paul L. Miles, Class of 1960.

4. Physical Education.

a. 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.

(1) Instructional Classes.

(a) Fourth Class.

1. During the summer the class received twelve periods of conditioning exercises,

eight periods of rifle exercises, and twenty-two periods of sports instruction.

2. During the academic year the Class received one hundred seven periods of instruction in boxing, wrestling, swimming, gymnastics, command voice, running, foundations of Physical Education, and the more capable cadets received instruction in handball and squash.

(b) Third Class. The Class received twenty-one hours of instruction in basketball, instructor training, and handball or squash or badminton.

(c) Second Class. The Class received twenty-four hours of instruction in sports coaching techniques, unarmed combat, handball or squash.

(d) First Class. The Class received approximately eight hours of summer detail instructor training in conditioning exercises, mass athletics, posture, and command voice, and seven hours of advanced instruction in a sport of their choice, during the academic year.

## (2) Intramural Athletics.

(a) The intramural program, designed to meet the needs of each cadet to acquire skills in individual and team sports, to develop physical ability, to indulge in healthful, vigorous recreation, and to take advantage of the maximum opportunities to develop qualities of leadership, was directed and supervised by the Office of Physical Education and administered by the cadets.

(b) The spring and fall season competition was required by all cadets not participating on Corps Squad Teams. During the winter voluntary intramural season, about 67 per cent of all cadets participated, while 25 per cent were on Corps Squad Teams.

(3) Individual Instruction. The trend of an increasing number of poor performers in the entering class continues. As a result, the Office of Physical Education continued and improved a stepped-up program of strength development through Weight Training, Reconditioning, Weight Control, and extra instruction in order to foster the development and training of those cadets who are having difficulty meeting minimum standards of performance.

## b. Changes initiated during 1959-60.

(1) The position of Director of Physical Education was established as permanent with Colonel Frank J. Kobes, Jr., selected to fill the vacancy as the Professor.

(2) The First Class program was changed from classroom presentation to one of activity in sports. Emphasis was placed on advanced skills training in a sport chosen by the cadet.

(3) The Second Class Program included eight hours of unarmed combat in lieu of instructor training. This class had received instructor training the previous year.

(4) The Fourth Class Program was reduced by 16 hours. These periods, normally devoted to golf and tennis, will be added to the Summer Program at Camp Buckner where golf and tennis instruction will be given. Cadets who demonstrated superior ability in the basic courses of swimming, boxing, wrestling, and apparatus, were accelerated into handball or squash instruction in lieu of the last six or twelve attendances in the activity in which they excelled. A few periods during the year were devoted to a new course - Foundations of Physical Education. This course is designed to give the cadet a better understanding and appreciation of the need for keeping physically active throughout his military career.

(5) Triathlon was added to the fall intramural program in lieu of volleyball, and bowling was added to the winter program.

#### Section IV. REGISTRAR'S OFFICE

1. Lt. Colonel Robert S. Day was appointed permanent Registrar on 6 August 1958. Additionally, a Research Division was established in the Registrar's Office whose mission it is to conduct and/or coordinate all USMA research projects pertaining to candidates, cadets, and graduates. It is anticipated that the results of the Research Division's effort will aid materially in improving the quality of the Corps of Cadets.

2. Class of 1963: Of the 823 vacancies available for the Class of 1963 on 1 July 1959, 647 (79%) were filled compared with an average of 76% for the preceding three years. An additional 87 candidates authorized admission under the Additional Appointment Section 4343, Title 10, USC, and four foreign cadets - one from the Republic of the Philippines, one from Chile, one from Guatemala, and one from Nicaragua - brought the total new admissions to 738. Eleven comebacks joined the class in August and 26 new cadets were separated during the summer, resulting in a Fourth Class of 723 at the beginning of the Academic Year in September 1959.

3. A statistical summary of admissions data for the past four March and June USMA entrance examinations appears below:

	1956 (C1 of 60)	1957 (C1 of 61)	1958 (C1 of 62)	1959 (C1 of 63)
a. Vacancies available	913	880	942	823
b. Candidates examined	2067	2268	2467	2434
Candidates qualified	951	1065	1185	1130
	(46% of b)	(44% of b)	(45% of b)	(46% of b)
Vacancies filled	680	667	736	647
	(74% of a)	(76% of a)	(78% of a)	(79% of a)
Additional appointments	82	67	70	87
Foreign students	3	3	5	4
Total new admissions	765	737	811	738

4. The academic qualifications of the candidates for entrance with the Class of 1963 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 Mathematics and English Composition.

5. Qualification of competitive candidates, including Congressional competitors, was determined by evaluation of the candidate's record on the basis of academic ability as measured by the College Board tests and rank in secondary school class; physical aptitude, as measured by the Physical Aptitude Examination; and leadership potential as measured by ratings of school officials and by participation in extra-curricular activities.

#### Section V. USMA LIBRARY

1. Introduction. Library activities reflected the growth of the concept that library resources and use are an educational factor of the first magnitude. This is apparent in the requirement for library materials inherent in the teaching methods and curricular requirements. Increased demands upon all library materials have accentuated the need for a coordinated acquisitions and selection program. With this end in mind all academic departments have been involved in recommending items appropriate for purchase. In addition, the Library has been active in making available to the instructional staff, as well as cadets, materials which satisfy the motivation for voluntary study, and which supplement the curriculum in such areas as music, fine arts, etc.

#### 2. Library.

a. Acquisitions. The Library added 10,385 hard-bound and 3,239 paperbound books, 9 manuscripts, 111 slides, 58 pictures, 50 rolls of microfilm, and 511 phonograph records. Cancellations totaled 2,918 books. Total accessions stand at 2,575 maps, 1,680 manuscripts, 1,944 rolls of microfilm, 511 phonograph records, 356 slides, and 169,325 books which include accountable books transferred from academic departments.

Electrical Engineering	1,292
Military Topography and Graphics	751
Physics and Chemistry	1,484
Mechanics	1,576
English	900
Total	<u>6,003</u>

b. Circulation Statistics. Circulation at the Main Library amounted to 46,611 items of which 31,831 were charged to cadets. Circulation at Camp Buckner accounted for 970 books; 24 Cadet Company Libraries circulated 6,865 volumes. Recorded reading increased sharply in the areas of Humanities and the Social Sciences. Cadet book circulation during the academic year increased by 19% over the corresponding period of the previous academic year. Reference and interlibrary loans rose by 6%.

c. Library Program.

(1) Technical Services. The Library has assumed responsibility for the purchase, processing, and accountability of book material for all academic departments. A unified acquisitions and selection program has contributed towards the growth of a balanced collection and book economy.

(2) Readers' Services. Increased support of the curriculum was provided by a number of bibliographies and publications including annotated lists in support of debate and other extracurricular activities. The Library Audio Program was coordinated with several academic departments. Ten Sunday afternoon concerts featured recorded musical selections relevant to special units of foreign language instruction. The Library received direct support for the purchase of records for cadet use from the Unit Fund, U.S. Corps of Cadets.

(3) Reference Statistics. Recorded reference queries (2,775) answered in person or by correspondence included 850 factual and 1,434 informational questions. In addition the library staff was involved in 340 more extensive reference inquiries as well as in 121 research projects. Five hundred forty-two visual items (slides, pictures, etc.) were provided in support of curricular requirements.

(4) Hours. Increased curricular requirements during the academic year have necessitated the extension of library hours until 2230. The Library is open 95½ hours weekly, during the academic year, 81½ with professional librarians in attendance.

(5) Donations.

(a) Efforts to attract important donations in the fields of Military Art and Military History, as well as papers and documents of distinguished graduates, were rewarded by notable gifts received which included original manuscript maps and letters relating to the New York Harbor Defenses 1806 to 1809, of Colonel Jonathan Williams, the first Superintendent of the United States Military Academy (Christian A. Zabriskie). Maj. General Charles H. Bonesteel, USMA 1908, donated personal documents relating to the Iceland Base Command which he headed during World War II.

(b) The program of repair and rehabilitation of rare books was made possible by the Christian A. Zabriskie Fund.

3. Archives. The USMA Archives received and answered 2,051 reference inquiries dealing with the history of the Military Academy, its graduates, ex-cadets, and the history of the West Point site; 750 by mail, and 1,301 by telephone. There were 1,194 visitors, most of whom were military and civilian personnel on the Post, U.S. Government Agents, and the public.

#### 4. Personnel.

a. Miss Carol J. Bradley assumed the position of Audio and Music Librarian effective 31 August 1958. However, the Library was faced with difficulty in filling other authorized positions with qualified candidates from Civil Service registers.

b. Members of the library staff evidenced professional leadership by publication in professional journals, service as host to professional groups, and providing advice and information to other college-level libraries. For example, Mr. E. Weiss, Assistant Librarian, served as a member of the Committee for the Evaluation of the Orange County Community College Library Technician Program. Dr. S. Forman, Librarian, was a member of the liaison committee of the Association of American Archivists with the Civil War Centennial Commission.

c. The in-service training program was continued and one member of the library staff received the M.S. degree in Library Service at Columbia University, two others completed courses in reference work.

#### Section VI. LECTURES

The program of lectures is divided into two general categories. The first consists of 103 lectures by visiting speakers. For this category complete information regarding the lectures is given. The second category, consisting of lectures given by USMA faculty, is summarized by totals only.

#### ACADEMIC DEPARTMENTS

##### DEPARTMENT OF ELECTRICAL ENGINEERING (2)

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
23 Jan 60	Mr. Carl J. Allen	"Illumination"	Second
0755-0915	General Electric Co.		
1035-1155	Large Lamp Dept. Nela Park Cleveland 12, Ohio		
14 Mar 60	Dr. Raymond L. Murray	"Modern Trends in Nuclear Reactors"	Second
0755-0915	Department of Physics		
1035-1155	North Carolina State Coll. Raleigh, No. Carolina		

##### DEPARTMENT OF ENGLISH (2)

30 Oct 59 1915-2030	Lt. Gen. James M. Gavin (Ret) Arthur D. Little Co. Boston, Mass.	"Literature and the Soldier"	First
19 Apr 60 1915-2030	Mr. Charles Saltzman (Major General, USAR) 20 Broad Street New York, N. Y.	"The Need to Understand Our National Character"	Fourth (Advanced Sections)

DEPARTMENT OF FOREIGN LANGUAGES (9)

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
12 Feb 60 1915-2015	Mr. Vincent Guilloton Professor of French Smith College	"The Fifth Republic"	Third (French)
19 Feb 60 1915-2015	Captain Rudolf Berger Logistic Representative German Army	"My Experiences in Winter Combat in Russia"	Third (German)
17 Mar 60 1915-2015	Major Hygino C. Corsetti Chief, Communications Dept. Brazilian Military Academy	"The Brazilian Military Academy"	Third (Portuguese)
22 Mar 60 1915-2015	Dr. Joachim Seyppel Research Fellow of the American Philosophical Society	"Personal Experiences and Anecdotes of a Soldier in the German Army"	Third (German)
5 Apr 60 1915-2015	Colonel Castello Branco Chief, Brazilian Military Commission, Washington, D.C.	"A FEB"	Third (Portuguese)
18 Apr 60 0925-1025	Dr. Richard Exner Asst. Professor of German Princeton University	"A Goethe Poem"	Third (German)
26 Apr 60 1915-2015	Professor Francis M. Rogers Professor of Romance Languages Harvard University	"Luis de Camoes"	Third (Portuguese)
7 May 60 0925-1025	Dr. Mischa H. Fayer Professor of Russian Middlebury College	"Scenes of Russia"	Third (Russian)
17 May 60 1915-2015	Mr. Pierre Tisseyre Director, LeCercle du Livre de France, Montreal, Canada	"55 Heures de Guerre"	Third (French)

DEPARTMENT OF MECHANICS (4)

14 Nov 59 0755-0915 1035-1155	Mr. Neil MacCoull (Ret.) The Texas Company Beacon, N. Y.	"Practical Thermodynamics of Automobiles"	Second
24 Mar 60 0755-0915 1035-1155	Dr. August Raspet Head, Aerophysics Dept. Engineering & Industrial Research Station Mississippi State University State College Mississippi	"The Boundary Layer"	Second
6 May 60 0755-0915 1035-1155	Dr. A. M. Lippisch Collins Radio Corp. Cedar Rapids, Iowa	"Wings are for the Birds - the Aerodyne"	Second
2 June 60 0755-0915 1035-1155	Dr. H. Guyford Stever Associate Dean School of Engineering Massachusetts Institute of Technology, Cambridge, Mass.	"Very High Speed Aerodynamics"	Second

DEPARTMENT OF MILITARY ART AND ENGINEERING (4)

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
24 Mar 60 0925-1025	Lt. Gen. Frederick Foertsch Deputy Chief of Staff, Plans and Policy, SHAPE	"Personal Experiences and Lessons Learned from German- Russian Operations, Eastern Front, World War II	First
21-22 Apr 60 12-13 May 60 18 May 60 0925-1025	Mr. John J. Hogan Portland Cement Association	"Modern Concrete Structures"	First

DEPARTMENT OF MILITARY HYGIENE (9)

18 Sep 59 1300-1400 1415-1515	Colonel Arthur P. Long, MC Office of The Surgeon General, DA, Washington, D.C.	"Health and Disease in World Affairs"	First
25 Sep 59 1300-1400 1415-1515	Lt. Col. Joseph D. Goldstein, MC Dept of Atomic Casualty Studies, Walter Reed Army Institute of Research Washington, D.C.	"The Medical Aspects of Nuclear Warfare - Part I"	First
9 Oct 59 1300-1400 1415-1515	Col. Albert J. Glass, MC Chief Psychiatry Consultant, Office of the Surgeon General, DA, Washington, D.C.	"The Psychiatric Aspects of Nuclear Warfare"	First
23 Oct 59 1300-1400 1415-1515	Lt. Gen. Leonard D. Heaton, MC, The Surgeon General, DA, Washington, D.C.	"The Army's Medical Service"	First
6 Nov 59 1300-1400 1415-1515	Major Michael P. Dacquisto, MC, Dept of Nuclear Medicine, Walter Reed Army Institute of Research, Washington, D.C.	"The Medical Aspects of Nuclear Warfare - Part II"	First
7 Jan 60 1915-2015	Col. Arthur P. Long, MC Chief, Preventive Medicine Division, Office of The Surgeon General, DA, Washington, D.C.	"Development and Spread of Communicable Diseases - Part I - Nature and Mode of Transmission of Infectious Diseases"	Third
8 Jan 60 1915-2015	Col. Arthur P. Long, MC Office of The Surgeon General DA, Washington, D.C.	"Development and Spread of Communicable Diseases - Part II - Significance and Control of Communicable Diseases"	Third
3 Mar 60 1915-2015	Col. Albert J. Glass, MC Office of The Surgeon General DA, Washington, D.C.	"Preventive Psychiatry in the Combat Zone"	Third
4 Mar 60 1915-2015	Col. Albert J. Glass, MC Office of The Surgeon General DA, Washington, D.C.	"Alcohol and Drugs"	Third

DEPARTMENT OF MILITARY TOPOGRAPHY AND GRAPHICS (3)

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
3-4 Dec 59 0800-0900 1000-1100	Mr. T. D. Nicholson Associate Astronomer The Hayden Planetarium, New York, N. Y.	"Descriptive Astronomy"	Fourth
3-4 Dec 59 0800-0900 1000-1100	Mr. T. D. Nicholson Associate Astronomer The Hayden Planetarium New York, N. Y.	"Astronomy in Everyday Life"	Fourth
3-4 Mar 60 0800-0900 1000-1100	Mr. William E. Davies U.S. Dept. of Interior, Geological Survey, Washington, D.C.	"Introduction to Geology"	Fourth

DEPARTMENT OF ORDNANCE (10)

9 Nov 59	Maj. Roland McNamee Project Officer, "NIKE ZEUS, AMM," Redstone Arsenal, Alabama	"A Systems Engineering Concept"	First
30 Nov 59 1 Dec 59 0755-0915 1035-1155	Dr. C. J. Mundo Bosch Arma Corp. Hempstead, N. Y.	"Inertial Guidance"	First
8 Jan 60 0925-1025	Mr. Kenneth Bodger Manager, Gas Turbine Dept., Ford Motor Company Dearborn, Michigan	"Basic and Applied Research in the Automotive Industry"	First
20 Jan 60 0925-1025	Mr. James E. Trainer Executive Vice President, Firestone Tire & Rubber Co. Akron, Ohio	"Industry's Participation in the Ordnance-Industry Team"	First
22 Jan 60 0925-1025	Admiral H. P. Weatherwax Assistant Chief, Bureau of Naval Weapons, Dept. of the Navy, Washington, D.C.	"Naval Ordnance Activities"	First
18 Feb 60 0925-1025	Dr. William R. Lucas Chief of Engineering Materials Branch, Redstone Arsenal Alabama	"Metallurgy in Rocket and Missile Engineering"	First
19-20 May 60 0755-0915 1035-1155	Dr. Alexander Hammer, Mr. Robert Ledoux, and Mr. Edwin Jakubowski Springfield Armory, Springfield, Mass.	"Analytical, Experimental, and Computer Analysis in Current Automatic Weapon Design Pro- cedures"	First
4 May 60 0925-1025	Mr. W. A. Turunen Head, Engineering Develop- ment Dept., GM Technical Center, General Motors Corp., Detroit, Mich.	"Vehicular Gas Turbines"	First

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
26 May 60 0925-1025	Col. Norman C. Spencer Deputy Commander, Warner Robins Air Material Area, Robins AFB, Georgia	"Air Force Armament Activities"	First
28 May 60 0925-1025	Lt. Gen. J.H. Hinrichs Chief of Ordnance, DA, Washington, D.C.	"Ordnance Today and Tomorrow"	First
DEPARTMENT OF SOCIAL SCIENCES (28)			
24 Sep 59 1915-2030	Mr. George W. Brooks Director of Research, International Brotherhood of Pulp, Sulphite & Paper Mill Workers, AFL-CIO, Washington, D.C.	"Labor Unions in the United States Economy"	First
22 Oct 59 1915-2030	Dr. Robert V. Roosa Vice President, Federal Reserve Bank of New York	"The Tasks and Tools of Monetary Policy"	First
1 Dec 59 1915-2030	Professor Hans Kohn Dept. of History City College of New York	"The Rise of Modern Nationalism"	Second
11 Dec 59 1915-2030	Dr. Preston E. James Dept. of Geography, Syracuse University	"Latin America, Continent of Change"	Second
14 Dec 59 1915-2030	Dr. Leo Cherne Executive Director, Research Institute of America, Inc. New York, N.Y.	"The United States in the World Economy"	First
20 Jan 60 1915-2030	Mr. William C. Sullivan Dept. of Justice, Washington, D.C.	"Communism in the United States"	Second
1 Feb 60 0925-1025	Brig. Gen. L.J. Lincoln Director of Plans and Material, Office of Deputy Chief of Staff for Logistics, DA, Washington, D.C.	"Army Budget Process"	First
11 Feb 60 1915-2030	Professor George Sabine Russell Sage Professor of Philosophy, Cornell University	"The Enlightenment"	Selected Second Classmen
19 Feb 60 1915-2030	Professor Clinton Rossiter John L. Senior Professor of American Studies Cornell University	"The Parties and the Presidency: 1960"	Second
22 Feb 60 1915-2030	Professor Charles Frankel Chairman of Dept. of Philosophy Columbia University	"19th Century Liberalism"	Selected Second Classmen

<u>CLASS</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
29 Feb 60 1915-2030	Professor Charles Issawi Near and Middle East Institute Columbia University	"Arab Role in World Affairs"	Selected Second Classmen
1 Mar 60 1915-2030	Professor Z. Brzezinski Assistant Professor of Political Science, Harvard University	"Soviet Policy"	Selected First Classmen
2 Mar 60 1915-2030	Professor Henry Graff Dept. of History Columbia University	"The Republican Substitute for the League of Nations"	Second
10-11 Mar 60 0755-0915 1035-1155	Col. Roy L. Atteberry ODCSOPS, DA, Washington, D.C.	"National Security Council"	Selected First Classmen
14 Mar 60 1915-2030	Mr. P. J. Coyne National Security Council Washington, D.C.	"Central Intelligence"	Selected First Classmen
15 Mar 60 1915-2030	Lady Barbara Ward Jackson Visiting Professor Harvard University	"The Changing Balance of World Power"	First
22-23 Mar 60 0755-0915	Mr. Timothy W. Stanley Office of the Asst. Sec. Defense for International Security Affairs, Washington, D.C.	"Problems of Defense Organization"	Selected First Classmen
28 Mar 60 1915-2030	Brig. Gen. A.J. Goodpaster, Staff Secretary, The White House Washington, D.C.	"Security Policy and Formulation and Control"	Selected First Classmen
31 Mar 60 1915-2030	Dr. Robert Strausz-Hupe Director, Foreign Policy Research Institute University of Pennsylvania	"Military Force as an Instrument of Policy"	First
13 Apr 60 1915-2030	Col. Robert C. Richardson Chief, Long Range Objectives Group, Directorate of Plans, USAF, Washington, D.C.	"Strategic Deterrence"	Selected First Classmen
14 Apr 60 1915-2030	Dr. Ralph J. Bunche Under Secretary of the United Nations, New York, N.Y.	"The Future of the United Nations"	First
21-22 Apr 60 0755-0915 1035-1155	Gen. C. V. R. Schuyler (Ret.) Special Assistant to the Governor of New York, Albany, N.Y.	"Problems of Limited War"	Selected First Classmen
24 Apr 60 1915-2030	Maj. Gen. Charles H. Bonesteel, III, Secretary of the General Staff, DA, Washington, D.C.	"Strategy for the Next Decade"	Selected First Classmen
3 May 60 1915-2030	Professor Sigmund Neumann Chairman, Dept. of Government, in Germany and France" Wesleyan University	"Prospects for Democracy in Germany and France"	Second

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ATTENDED</u>
5 May 60 1915-2030	Gen. Alfred M. Gruenther President, The American Red Cross, Washington, D.C.	"World Problems and Your Military Career"	First
12 May 60 1915-2030	Mr. Edwin M. Wright Head of the Department of Career Studies, Foreign Service Institute, Washington, D.C.	"Dilemmas of the Middle East"	First
25 May 60 1300-1400	Dr. Allen S. Whiting Rand Corporation and Visiting Professor, Columbia University	"The Sino-Soviet Alliance in the Next Decade"	Second
25 May 60 1915-2030	Lt. Col. J.G.K. Miller Executive Officer, Office of the Director of Military Assistance, Dept. of Defense, Washington, D.C.	"Military Assistance - Instrument of Policy"	Selected First Classmen

DEPARTMENT OF TACTICS (26)

22 Oct 59 1300-1515	Col. Don F. Hull Chief, Sport Branch Office DA, Washington, D.C.	"Army Sports"	First
26 Oct 59 1910-2030	Maj. Gen. John M. Willems Asst. Chief of Staff for Intelligence, DA Washington, D.C.	"Intelligence and its Effect on the World Situation"	First
24 Nov 59 1910-2030	Majors Rogers and Hough Office of the Assistant Chief of Staff for Intelligence DA, Washington, D.C.	"Soviet Army Missiles"	First
17-18 Dec 59 1300-1400 1415-1515	Mr. James W. Holman Army Cooperative Fire Insurance Company, Ft. Leavenworth, Kansas	"Fire and Personal Property Insurance"	First
21-22 Dec 59 1300-1515	Lt. Col. L.J. Churchville Headquarters, United States Air Force Academy, Colorado	"History and Organization of the Air Force"	First
4-5 Jan 60 1300-1400 1415-1515	1st Lt. Paul M. Bons 82d Airborne Division Ft. Bragg, N. Carolina	"Organization of the Airborne Division"	First
7-8 Jan 60 1300-1400 1415-1515	1st Lt. Harold C. Lyon 101st Airborne Division Ft. Campbell, Kentucky	"Ranger Orientation"	First
11-12 Jan 60 1300-1400 1415-1515	Brig. Gen. M. L. Ogden Headquarters, NORAD, Colorado Springs, Colorado	"NORAD Organization, Operation and Mission"	First
1 Feb 60 1915-2030	Maj. Gen. George E. Martin Chief, Officers Assignment Div. DA, Washington, D.C.	"Career Management"	First

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
9 Feb 60 1915-2030	Mr. Hugh M. Milton Under Secretary of the Army DA, Washington, D.C.	"One Army Concept"	First
11 Feb 60 1915-2030	Maj. Gen. D.W. McGowan Chief of the National Guard Bureau DA, Washington, D.C.	"The National Guard"	First
15 Feb 60 1915-2030	Mr. J. J. McCarthy General Electric Co. Tarrytown, N.Y.	"Personnel Management in Industry"	First
16 Feb 60 1915-2030	Maj. Gen. Frederick Warren Chief of Army Reserves and ROTC Affairs, DA, Washington, D.C.	"The Army Reserves"	First
21 Mar 60 1915-2030	Lt. Gen. James J. Collins Deputy Chief of Staff for Person- nel, DA, Washington, D.C.	"Personnel Management in the	First
21-22 Mar 60 1300-1515	Mr. Donald S. Buck Headquarters, CONARC, and Mr. George Tewksbury Nationwide Insurance Co.	"Safe Driving Lecture and Demonstration"	First Second
23 Mar 60 1300-1515	Capt. George S. Simmons, USN, Office of Progress Analysis, Department of the Navy, Washington, D.C.	"Sea Power"	Second
4 Apr 60 1915-2030	Deputy Commandants Combat Branch Service Schools	"Branch Service Schools"	First
6 Apr 60 1915-2030	Brig. Gen. Frank S. Henry Officer Assignment Div., DA, Washington, D.C.	"Armor Branch"	First
7 Apr 60 0925-1025	Redstone Arsenal Closed Circuit Television Huntsville, Alabama	"Mission in Missiles"	First
7 Apr 60 1915-2030	Brig. Gen. Reuben H. Tucker, Officer Assignment Div., DA, Washington, D.C.	"Infantry Branch"	First
11 Apr 60 1915-2030	Representatives from Technical Services, DA, Washington, D.C.	"Technical and Administrative Services."	First
12 Apr 60 1915-2030	Brig. Gen. John F. Smoller The Artillery School, Ft. Sill, Oklahoma	"Artillery Branch"	First
12 Apr 60 1915-2030	Maj. Gen. Walter K. Wilson The Engineer School Ft. Belvoir, Va.	"Engineer Branch"	First
13 Apr 60 1915-2030	Brig. Gen. Robert F. Wilson, The Signal School Ft. Monmouth, N. J.	"Signal Corps"	First

<u>DATE</u>	<u>LECTURER</u>	<u>SUBJECT</u>	<u>CLASS ADDRESSED</u>
21 Apr 60 1915-2030	Lt. Gen. Arthur Trudeau Chief, Research & Development DA, Washington, D.C.	"New Dimensions in Leadership	First
4-5 May 60 1300-1515	Col. L.E. Fellenz Asst. Chief Chemical Officer Office of Planning & Doctrine DA, Washington, D.C.	"Chemical and Biological Warfare"	First

#### KERMIT ROOSEVELT MEMORIAL LECTURE (1)

26 Apr 60 1915-2020	Lt. Gen. Sir Michael West KCB, DSO, British Army	"The British Corps in Germany"	First Second
------------------------	---	--------------------------------	-----------------

#### CADET EXTRACURRICULAR EDUCATIONAL ACTIVITY LECTURERS

##### THE CADET FORUM (2)

25 Oct 59 1845-2015	Brig. L.F.E. Wieler Resident Governor of the Tower of London	"The History of the Tower of London"	Voluntary
31 Jan 60 1845-2015	Brig. Gen. S.L.A. Marshall Noted Author	"Leadership"	Voluntary

##### STUDENT CONFERENCE ON UNITED STATES AFFAIRS (2)

2 Dec 59 1600-1715	The Hon. William H. Draper, Jr. Chairman of the President's Committee to Study the United States Military Assistance Program	"Problems of U.S. National Security Policy"	First Second
4 Dec 59 2000-2100	The Hon. W. Averell Harriman	"The Nature of the Threat"	Banquet Address

##### NATIONAL DEBATE TOURNAMENT (1)

22 Apr 60 2000-2100	Gen. C.V.R. Schuyler Special Assistant to the Governor of New York	"Communicating with Our Allies"	Banquet
------------------------	--	------------------------------------	---------

##### SUMMARY OF LECTURES BY GUEST SPEAKERS

<u>ACTIVITY</u>	<u>NUMBER OF SPEAKERS</u>
Kermit Roosevelt Memorial Lecture	1
Department Sponsored	97
Cadet Extracurricular Educational Activities	5
	<u>103</u>

##### LECTURES BY USMA FACULTY MEMBERS

<u>DEPARTMENT</u>	<u>NUMBER</u>	<u>CLASS</u>
Electrical Engineering	12	Second
English	7	Third (2)
Foreign Languages	43	Fourth (5) Third (33)
Law	1	Fourth (10)
Mathematics	11	First Third

<u>DEPARTMENT</u>	<u>NUMBER</u>	<u>CLASS</u>
Mechanics	2	Second
Military Art & Engineering	21	First
Military Hygiene	4	Second
Military Topography & Graphics	20	Third (11) Fourth (9)
Ordnance	10	First
Physics & Chemistry	12	Third
Social Sciences	20	First (10) Second (10)
Tactics	12	First (2) Second (1) Third (6) Fourth (3)
TOTAL	165	

### Section VII. FIRST BATTLE GROUP, FIRST INFANTRY

1. **Strength.** During the period 1 July 1959 through 30 June 1960 the average enlisted strength of the command in assigned and attached units, exclusive of summer augmentation, was 1033. A total of 276 enlisted men were lost through transfer, 194 were discharged, and 6 were retired. During the same period 449 enlisted men were transferred into the garrison. There were 92 reenlistments.

2. **Organization.** The only major change in organization during the period was the attachment of the 50th Engineer Company (Construction) on 16 March 1960. This unit is organized under TOE 5-317R55 with an authorized strength of 4 officers, 1 warrant officer and 130 enlisted men.

#### 3. Operations.

a. **Cadet Instruction.** Officers and noncommissioned officers of the 1st Battle Group, 1st Infantry prepared and presented a total of 3093 platform hours of instruction in tactics to all classes during the academic year. During July and August a Summer Training Program was presented to the Class of 1962 at Camp Buckner.

#### b. Honors, Ceremonies and Special Programs.

(1) **Honors.** The Battle Group participated in 17 Honor Guard ceremonies for visiting dignitaries during the period. Nine additional Artillery salutes were fired in conjunction with national holidays, parades and military funerals.

(2) **Ceremonies.** The Battle Group participated in Independence Day and Memorial Day ceremonies. In addition, full military honors were accorded at 21 military funerals in the Post Cemetery, and firing squads were furnished for the funerals of 36 deceased veterans in the vicinity of West Point. There were two retirement ceremonies during the period.

(3) **Special Programs.** Elements of the Battle Group represented USMA in 14 parades in communities

in the local area. The Battle Group presented special orientations and displays of military equipment for Fourth Class Christmas Week Activities, for seven visiting groups of Midshipmen of the United States Naval Academy, and for an estimated 8000 Armed Forces Day visitors to the post.

c. Support of Post Activities.

(1) Military personnel also supported miscellaneous post activities such as emergency snow removal operations.

(2) Engineer personnel of the Battle Group again swept the Quarters 500 area for duds; 2880 man-hours were expended and 98 duds recovered from the area.

(3) Engineer personnel of the Battle Group constructed three prefabricated barracks at Camp Natural Bridge and a prefabricated warehouse for the Army Athletic Association.

4. Training.

a. The Battle Group continued the professional training of its assigned personnel and required POR qualification training for all post military personnel.

b. Schools. Five officers and 42 enlisted men attended Department of Army service schools.

c. The Battle Group organized and trained Domestic Emergency and Domestic Disturbance Task Forces in support of the USMA Domestic Emergency Plan.

5. United States Military Academy Band.

a. The United States Military Academy Band is organized under and functions in accordance with TO/E 12-32D, 12 January 1960.

b. In the performance of its primary mission of supporting the Corps of Cadets and the Military Academy, the Band provided music for all cadet military formations and major athletic events. Other commitments totaled in excess of 200. This figure includes Guard of Honor ceremonies for visiting heads of state or U.S. and foreign dignitaries, two local concert series and weekly radio broadcast recordings.

c. As one of the three Special Bands of the Army, the Band performed its secondary mission of providing music for other appropriate off-post military ceremonies, radio/TV broadcasts, civilian functions as authorized and/or directed by Department of the Army and recreational activities of cadets, officers and enlisted men of the post.

## Section VIII. DEPUTY CHIEF OF STAFF FOR PERSONNEL AND ADMINISTRATION

The Deputy Chief of Staff for Personnel and Administration directs, coordinates, and controls all activities normal to the personnel, Intelligence, Plans, Operations, and Training Divisions of the General Staff, as well as such special projects as may be assigned.

### ADJUTANT GENERAL DIVISION

1. **Mission.** To provide personnel support and administrative and operational services for Headquarters, United States Military Academy, the Corps of Cadets, and the post of West Point.

2. **Functions.** To advise the Superintendent and staff on administrative procedures and act as staff coordinator on administrative matters. Direct distribution, safeguarding and accounting of classified documents. Provide reproduction and printing service. Authenticate official correspondence for the command and administer and operate the postal service. Supervise forms and printing control and records administration programs for all elements of the United States Military Academy. Administer and supervise both officer and enlisted personnel management procedures to include assignment of all military personnel, provide custody and maintenance of officer personnel and pay records and reviews, coordinate, make recommendations or take final action on discharges, schooling, line of duty investigations and other actions pertaining to military personnel assigned to the headquarters and subordinate elements. Supervise allocation of on-post housing for military personnel and civilian employees authorized government quarters. Operate mobilization designee program. Plan, coordinate, and supervise the processing of data and production of reports by electrical accounting machines.

### SECURITY DIVISION

1. **Mission.** To exercise staff responsibility for planning, organizing, directing, and coordinating intelligence and counter-intelligence functions of the command.

2. **Highlights.**

a. Under the Department of the Army Security Program for Nonappropriated Fund Civilian Employees, investigation procedures were initiated on the entire 316 employees throughout this command. As a result, the Security Division assumed the responsibility as the office of security records for the command, in addition to those security records maintained on officers, warrant officers, cadets, enlisted men, and civil service employees.

b. All command security and intelligence directives were incorporated into the U.S. Military Academy Intelligence and Security Standing Operating Procedure (USMA-IS-SOP). This unprecedented undertaking to aid

academic departments and activities has kept pace with the increase of classified defense information utilized by the command agencies.

## CIVILIAN PERSONNEL DIVISION

1. **Mission.** To advise the Superintendent and staff on matters pertaining to staffing of the command, position classification and pay administration, employee performance evaluation, employee development, employee relations and services, employee recognition and incentives, personnel records and reporting, and program evaluation.

### 2. **Actions.**

a. The past year has found most of the Academy's civilian personnel requirements being met by support from the local employment area and military dependents. As in the past the positions of Medical Officer, Medical Technician, Librarian, Recreational Leader, and, to some degree, stenographers have presented a recruitment problem due to an inadequate supply in these occupational fields. The dissemination of information by this office to students of high schools, private schools and colleges at their Career Day programs has materially assisted the Academy's recruitment program. Again, the Local Board of Civil Service Examiners conducted stenographer-typist examinations in 15 area secondary schools for 325 students. The Local Board of Examiners also announced twelve examinations, rated 1745 applicants, issued 300 certificates of eligibles from which 400 placements were made. At the fiscal year's end 2080 civilian employees were on the rolls of which 146 were temporary hires.

b. On-the-job, off-the-job and off-post training designed to increase employee and supervisory technical skills and competence resulted in student or trainee attendance of 3042 and 6203 manhours of training. Additionally, 13 employees participated in Technical Service School sub-courses and received 139 hours of credit. Four employees received 192 hours of training in Photographic Orientation and Visual Communications at private institutions while three employees participated in privately-sponsored courses at their own expense.

c. Employee satisfaction and morale remained relatively high despite 17 salary and wage complaints and seven grievance appeals initiated. Most of the latter were directly attributable to the Army's permissive use of the Grievance Procedure in the Federal Merit Promotion Program. Participation in the Incentive Awards Program has shown vast improvement over previous years. Of 648 suggestions received 192 were approved with cash awards amounting to \$2,655.00. Twenty "Outstanding" performance ratings were approved while 48 individuals received Sustained Superior Performance awards for which \$6,750.00 was distributed. One hundred twenty-seven persons were recognized for length of service by the award of certificates with 20 persons receiving 30-year pins. Commendations numbered 130.

d. The annual review of positions for proper analysis and evaluation was completed as scheduled. A locality wage survey, conducted during March, resulted in upward adjustments of all wage board schedules except the laundry. A salary schedule for teachers of the Post Children's School, based on prevailing rates in the area, was installed on 1 September 1959.

## RELIGIOUS ACTIVITIES

### 1. Post Chaplain.

a. The Post Chaplain 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 maintained a religious program at the Post Chapel comparable to a well-rounded parish program in a civilian church. He was assisted by an Assistant Post Chaplain.

b. The schedule of Sunday Worship Services included a weekly celebration of the Holy Communion, and general morning Protestant service. An Adult Choir, a High School Girls' Choir, a Youth Choir and an Acolyte Guild participated regularly in the chapel services. The Protestant Youth Fellowship, United Church Women, Adult Bible Class, Vacation Bible School, and other organizations have continued an effective program. The Post Chapel Ladies' Auxiliary assisted in the care of the Chapel altar, appointments, and other needs.

c. Improvement in the Post Chapel facilities included the acquisition of Building No. 791 being used as a nursery during worship services and also as an extension of the religious educational facilities of the Post Chapel.

### 2. Cadet Chapel Board - Chaplain, USMA.

a. The Cadet Chapel Board supervised all matters relating to the Cadet Chapel and also advised 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 the teachers. It also served as a Board of Review for the Chaplain's Fund of which the Chaplain, USMA is custodian.

b. During the year ending 30 June 1960 the religious program of the Corps of Cadets continued to expand. The enrollment of the Sunday School increased to well over 600 children and young people, requiring the services of 146 cadets as teachers. The Cadet Chapel Acolyte Squad continued its regular monthly meetings and services and added an additional post of usefulness, that of Cross-Bearer at the 1100 hour services Sunday mornings. The Processional Cross was presented to the Academy by the Army Daughters of West Point and was carried for the first time at the Palm Sunday service. The voluntary program of Morning Devotions held each weekday morning has brought forth a growing attendance of cadets. With the establishment of the new hour for these

services at 0640 an average of 90-100 cadets has been present. The Chaplain's Office is so crowded that if the attendance grows any further new quarters in which to meet will have to be obtained. The Cadet Discussion Group meeting each Saturday evening in the Assistant Chaplain's quarters, has had another valuable and stimulating year of meetings. The regular course of meetings and conferences in preparation for marriage has been held for all cadets and their fiancées who plan to be married in the Cadet Chapel after Graduation, and a growing number of cadets who plan to be married elsewhere have participated in these marriage counselling sessions. St. Martin's, the little chapel under the main sanctuary, has been the recipient during this year of a small, beautifully toned Moller Organ, presented to the Chapel by the Altar Guild. This instrument has added much to the usefulness of this appealing little sanctuary. On Sunday, 29 May, a service in celebration of the 50th anniversary of the Cadet Chapel was held. Present as specially invited guests were Brigadier General Chauncey Fenton and Mrs. Fenton, who had been present at the service of consecration 12 June 1910, and three generations of the Willet family, who all through these years have created and installed the handsome memorial windows in the Chapel. The Superintendent presented an illuminated scroll to Mr. Henry Willet, the current head of the studios, expressing the gratitude and appreciation of the Academy for the long and skillful service rendered by the Willet family.

c. The Chapel Board wishes to note the fact that the Reverend Henry B. Gooch, Assistant Chaplain, USMA, has proffered his resignation to the Superintendent in order to accept a Call to be the Pastor of a Presbyterian Church in Orlando, Florida. The Chapel Board wishes to express its appreciation of the fine work done by Chaplain Gooch during the 33 months he has served the United States Military Academy and to wish him God-speed in the new work to which he goes.

d. The following guest preachers appeared in the Cadet Chapel during the year: The Reverend Paul E. Scherer, LL.D. Union Theological Seminary, New York City; The Reverend James H. Robinson, D.D. Church of the Master, New York City; The Reverend T. Guthrie Speers, LL.D. Chaplain of Goucher College, Baltimore, Md; The Reverend Billy Graham, D.D. Montreat, North Carolina; The Reverend Wallace W. Anderson, D.D. Union Congregational Church, Bridgeport, Conn.; The Reverend David C. Read, D.D. The Madison Avenue Presbyterian Church, New York City; Dean Charles C. Noble, D.D. Dean of the Chapel, Syracuse, N.Y.; The Reverend Theodore S. Darrah, D.D. Dean of the Chapel, Rollins College, Winter Park, Florida; The Very Reverend John B. Coburn, Dean of the Episcopal Theological Seminary, Cambridge, Mass.

### 3. Catholic Chaplain.

a. The Catholic Chapel at West Point cared for all Catholic personnel - cadets, enlisted men, officers and families. Two resident priests - Right Reverend Monsignor Joseph P. Moore and Reverend Robert F. McCormick - supplied

the services in the chapel and were available for religious instructions and counseling. Four Masses were offered on Sunday and two each weekday during the academic year. Confessions were heard every morning at Mass times and on Saturday afternoons and evenings.

b. Cadet acolytes and missal readers were trained to assist at the altar. They participated in two Masses each Sunday and the two weekday Masses. The Cadet Choir sang a High Mass at 1030 every Sunday. The Choir and Acolyte squads participated in solemn ceremonies in three prominent Churches in the Archdiocese including Saint Patrick's Cathedral. During the week about 150 cadets attended morning Mass at 0630. Religious instruction classes, discussion groups and private instructions were held during the afternoons and evenings for the cadets. A Catholic Forum conducted by the cadets under the direction of a priest was concerned with religion, morals and philosophy. A series of marriage preparation conferences were held for all couples being married at West Point. These conferences were available to and used by couples being married elsewhere. The Rectory and the Cloister Room in the newly enlarged chapel served as meeting places for these activities.

c. Among the Parish activities were instruction classes and discussion groups for officers and enlisted men and their families. Religious instruction classes for grade school children were conducted Monday and Wednesday in the chapel. The pupils were from the Post School. A Parish Choir of men and women and children assisted at the Sunday Masses twice each month. A Ladies' Altar Society cared for the altars and vestments and arranged retreat days and Days of Recollection for the women of the Parish. The St. Thomas More Society, a men's group, carried on Parish functions in a similar fashion. Four Christian Family Movement (CFM) Groups were in operation, two of these engaging young officers' families not resident on Post. These groups sponsored annual Cana Conferences, and the members served on panels in marriage preparation for the cadets.

d. In September His Eminence Cardinal Spellman blessed the new enlargement of the chapel. Interior decoration was completed and the new facilities have been in use since September 1959.

#### 4. Jewish Chaplain.

a. The Jewish Chaplain served all Jewish personnel - cadets, enlisted men, officers, and families. Rabbi Norman Kahan, a visiting rabbi, conducted the services in the Old Cadet Chapel every Sunday morning and was available for religious instruction and counselling.

b. The Jewish Cadet Choir assisted in the worship service and was permitted to visit synagogues in the surrounding area three times during the year to render the liturgical music at the synagogues.

c. Services for the High Holy Days were available to all Jewish personnel of West Point at Temple Beth

Jacob, Newburgh, New York where Rabbi Kahan served as the spiritual leader. Transportation was provided from West Point prior to the evening service of Rosh Hashonah (New Year's) and Yom Kippur (Day of Atonement). During the Festival of Passover a Seder was held at the U.S. Hotel Thayer for Jewish personnel and visiting dignitaries. The Superintendent, Commandant, Dean of the Academic Board, and chaplains of other faiths attended this service and participated in the proceedings. This event is one of the highlights of the Jewish activities at West Point.

## SPECIAL SERVICES DIVISION

1. **Mission.** The mission of the Special Services Division is to provide a diversified and comprehensive program of recreational activities at all levels of ability and all echelons of command to satisfy the inherent interests and needs of the maximum number of military personnel and their dependents to enhance their mental and physical well-being.

### 2. Special Services Activities.

a. **Administration.** During November 1959, a Manpower Survey was conducted and resulted in an authorized strength of one officer, one warrant officer, eight enlisted men and fifteen civilians. To provide better operating efficiency and flexibility, two additional branches, namely Funds and Supply, were established within the division. Participation in the Special Services Program increased from 267,000 in FY 1959 to approximately 303,000 in FY 1960.

b. **Supply.** Special Services Supply Branch was activated as of 17 November 1959 and was staffed with two enlisted men. In accordance with pertinent directives, its functions included, but were not limited to, requisitioning, receiving, storing, providing care and maintenance, and maintaining stock record cards for appropriated and nonappropriated fund Special Services supplies and equipment; issuing supplies and equipment to authorized individuals, activities and units.

c. **Funds.** The Funds Branch was activated effective 17 November 1959 to administer, account for, and safeguard nonappropriated funds assigned to the Special Services Division. During the past year this activity administered funds in the amount of approximately \$185,000.00, issued 2,834 checks and processed 802 Purchase Orders. Three major contracts, namely bowling lane construction (\$67,948.00), night lighting of softball diamond (\$12,522.00) and re-surfacing of tennis courts (\$7,627.00) were consummated by this Branch.

d. **Crafts.** Administered and conducted a program of Arts and Crafts and provided instruction, tools, equipment, and basic materials required to generate maximum participation by the neophyte as well as the skilled craftsman. Participation in this program has increased from 9,663 during the preceding reporting period to 14,582 for the current period.

e. Theater and Entertainment Branch. The main Post and Camp Buckner Theaters were operated and administered as prescribed in current governing regulations. In addition to utilizing these facilities for showing entertainment motion pictures, they were used for many other purposes by various post agencies and activities. Sixteen free entertainment movies were conducted for the summer troops at Camp Natural Bridge from May until September. The Entertainment Director served as technical design advisor for the Dialectic Society presentation of the 100th Night Show; assisted the Special Program Committee in their live show presentations; assisted the USCC in procuring special shows for the Plebe Christmas Season; and assisted the West Point Players as production supervisor for their fall and spring productions. The seating in the main Post Theater was improved.

f. Library. Provided post library service to authorized patrons, ward library service in USAH, field library service (Bookmobile) to summer troops at Camp Natural Bridge and three NIKE sites. Due to increased participation in this program, an area in the basement of the library has been remodeled to provide space for a children's library, music room, and a book processing room. Transfer of books and processing materials and office equipment from the area of the main library to this new section has made it possible to offer increased service to all library patrons. Library attendance and circulation have continued to grow since the last report.

g. Service Club. Plans, administers and conducts a program of wholesome social and recreational activities to enhance the morale and welfare of enlisted personnel assigned to the USMA. Participation on a unit basis in Theater Parties, professional ballgames, and other tours has increased. A very extensive Service Club program was conducted for the summer troops stationed at Camp Natural Bridge. The professional staff of the Service Club continued to supervise recreational activities at three NIKE sites. To meet the increased participation (34,950 in FY 59 - 40,249 in FY 60), in the Service Club Program, plans were drawn to enlarge the basement of the Service Club building into a game room and three music appreciation rooms.

h. Sports. A comprehensive Sports Program, consisting of seventeen activities, was conducted during FY 1960 on an intramural basis for military personnel assigned to West Point. In addition, eleven activities were conducted on an open tournament basis. A baseball team, cross country meet, and a skeet shooting program were integrated into the program for the first time. West Point was host to three First United States Army Sports Championships and participated in all eighteen Sports Championships sponsored by the FUSA, placing in twelve. This installation also served as host to the All-Army Tennis Training Squad and the All-Army Wrestling Training Squad. In support of the Sports Program, the following new facilities were developed: New automatic, eight lane bowling facility, night-lighting and renovation of softball diamond, re-surfacing of two tennis courts, sand blasting and repainting two swimming pools. The recreational

areas at Round Pond and Delafield Pond were improved. The 1960 Boys and Girls Youth Summer Camp, conducted at Proctoria, will be operated for a period of six weeks (2-30 July, boys, and 6-20 August, girls.) Participation in the sports program has increased from 127,909 in FY 59 to a new high of 161,419 in FY 1960.

3. **Post School.** The school year began on 1 September 1959 with an enrollment of 713. Actual attendance on the first day was 698. As of 27 May 1960, 32 children were transferred and 65 new children entered. The highest enrollment and attendance on any one day was 733. Approximately 30 students will be graduated on 10 June 1960. Three new teachers were hired--two replacements and one new position (an additional 5th Grade teacher.) The budget for FY 1961 was submitted and approved, except for the Foreign Language teacher, and the widening of the sidewalk in front of the school. Request for the Foreign Language teacher was re-submitted with further justification for the need. The application for the construction of a new school building has been approved to include seventeen classrooms, at a cost of \$790,000.00. It is anticipated that the architect will be selected by 1 June 1960, ground broken by August, and the building completed by 1 September 1961.

#### PROVOST MARSHAL DIVISION

1. **Mission.** To advise the Superintendent and staff on matters pertaining to military police activities, to include maintaining discipline, enforcing laws and regulations, conducting investigations of a criminal nature, and pedestrian and vehicular control. In addition, to exercise staff supervision over safety activities of the Post. The 57th Military Police Company provides the necessary general military police service under the operational control of the Provost Marshal, U.S. Military Academy.

2. In accordance with paragraph 4, AR 632-380, a U.S. Commissioners Court has been authorized for and periodically visits the Academy for the primary purpose of bringing to trial persons who committed petty offenses on the U.S. Military Academy Reservation and who are not subject to the UCMJ. The arrangement has worked very successfully thus far and it is believed that this court will tend to engender better compliance with Federal Law and Military Academy Regulations.

#### ALUMNI SECRETARY

The Alumni Secretary is a staff officer of the Superintendent, sharing offices in Cullum Hall with the Association of Graduates, USMA. As additional duties, he is also Secretary and Treasurer of the Association of Graduates, Editor of Assembly, and Secretary of the Cullum Committee. During the year ending 30 June 1960, he:

a. Maintained an office for the preservation of historical data concerning graduates of the Military Academy. This office, in conjunction with the Association of Graduates,

keeps personal files on all of the 23,282 graduates.

b. Maintained an addressograph system covering all of the living graduates and many ex-cadets, totalling approximately 17,000 names.

c. Represented USMA at regional and national conferences of the American Alumni Council, the national organization of College Alumni Officers.

d. Planned and supervised the Founders Day Luncheon, including presentation of the third Sylvanus Thayer Award to the Honorable Henry Cabot Lodge by the Association of Graduates.

e. Assisted the Thayer Hall of Fame Committee by research, clerical assistance, and publication of data. He initiated and conducted several projects designed to enhance that program.

f. Was Chairman of the June Week Alumni Reception Committee which received, housed, fed and entertained approximately 1,000 graduates, ex-cadets, and their dependents.

g. Operated a central office of alumni information service as an aid in keeping the alumni and general public informed about West Point. During the year a total of twelve circular letters to West Point Societies were issued.

h. Assisted in the formation of one West Point Society, the total of which now numbers 49.

i. Counseled the graduating class with regard to its post-graduation organization, its class fund, and class programs.

#### WEST POINT ARMY MESS

1. **Mission.** To provide messing and recreational facilities for the officer personnel of the U.S. Military Academy and their families; and to provide facilities required by the Superintendent for official entertainment of visiting dignitaries.

2. The West Point Army Mess remains far below appropriate standards because of the antiquated physical plant, the location, and a complete lack of qualified, locally available civilian labor. In an effort to afford some measure of attractiveness, new draperies have been purchased for the Main Dining Room, Muzak system has been installed throughout the building, and the cocktail lounge has been redecorated and refurnished. The Mess continues to be financially sound through the exercise of strict procurement and issue procedures.

## POST EXCHANGE DIVISION

1. The USMA Exchange continued to fulfill its basic mission of providing authorized patrons with merchandise and services of necessity and convenience not furnished from Federal appropriations.

### 2. Highlights.

a. Support to the U.S. Corps of Cadets was again provided at Camp Buckner, on the Fourth Class Hike, and to enlisted personnel stationed at Camp Natural Bridge, during the summer of 1959.

b. Due to the anticipated postponement of construction of a new shopping center, plans are being made to improve service in the existing Main Exchange by changes in store layout.

c. The Exchange procured new equipment for the relocated retail store, a satellite activity, operated at Schenectady General Depot.

d. An improved retail store was established at the U.S. Army Hospital.

## WEST POINT MUSEUM

1. Concentration during the past year has been on resuming and enlarging the academic mission of the Museum. Continuous series of weekly or bi-weekly exhibits were prepared in support of courses of the Departments of Social Sciences and Military Art and Engineering, while occasional shows were installed for Foreign Languages, English, Law, and other agencies. Most displays were installed in permanent cases in Thayer Hall; in virtually every instance they were newly designed, after concepts and details had been worked out with the Departments concerned. This service has now reached the maximum possible with the present staff. Many of the items exhibited were obtained from the holdings of the Museum while others were borrowed from outside museums, private collections or antique shops. Two loan shows, one on Russian art, furnished by A La Vielle Russie, Inc.; and another on Chinese art, furnished by the Metropolitan Museum of Art, proved most entertaining.

2. Temporary shows held in the public galleries were "Sidelights on Soldiers in New York" (in connection with "New York's Year of History") during July and August; "America Out-of-Doors" (a display of American sporting paintings lent by Mr. Ernest E. Quantrell) during October and November; a special display erected by the Department of Tactics in January; "Our Militia, 1765-1865" (selected military prints from the Anne S. K. Brown Collection); a post-wide art and crafts show in May; and "You and the Atom" (sponsored by the Department of Electrical Engineering) in June.

3. Plans were formulated for major installations on the First Floor of the Museum and construction of the center

island in one room was completed. Contracts have been let for work on another center island and for the sidewalls of the Commanders of the Army gallery. It is expected that final construction of most of the First Floor can be completed during the coming year and that at least one-half can be opened to the public during that time.

4. Despite a growing need for more personnel the Museum lost the services of one part-time guard during the year.

5. The total number of visitors for the year increased to 324,506. This figure included 38 groups and social clubs, and 61 parties of distinguished foreign visitors who were personally conducted through the Museum by the Director or by a professional member of the staff.

6. The Museum staff handled 2,496 reference requests initiated by letter, telephone calls or personal visit. This does not include reference service given to cadets or to the members of the academic teaching staff. The total number of accessions tripled over the past year, reaching a total of 725 items. The number of objects loaned was 1,603.

7. In addition to appropriated funds, the Museum received gifts of \$5,000 from Mr. Christian A. Zabriskie, \$1,200 from the General John H. Lee Memorial Fund (to assist in the construction of the Logistics Room), and \$2,200 from the Daughters of the U.S. Army for general use. The Museum continues to administer the Army General Gift Fund needs of the USMA Library including the recently received Haas Bequest of \$3,601.01.

8. The mission of the Museum was redefined and its responsibilities somewhat clarified and strengthened by General Orders No. 85, 9 December 1959. At the same time the mission and composition of the West Point Museum Board was restated in Letter Orders No. 61.

9. The Director continues to administer requests for cadet awards, class and other memorials, and all offers of fine arts. The memorial windows for the Classes of 1960 and May 1861 were installed in the Cadet Chapel in May. On 17 March, by Memorandum No. 17, the responsibilities of the Museum and of the Museum Board in these matters were restated.

10. Significant accessions during the year were: oil painting "Signal Station at Hilton Head, 1865," by Xanthus Russell Smith, by purchase; two contemporary Spanish uniforms with accouterments, gift of the Academia General Militar of Spain; 101 items of Civil War uniforms and accouterments, by purchase; color of the Military College of Paraguay, a gift of the College; collection of 37 rare objects associated with the history of the Military Academy, transferred from the USMA Library; German terrestrial globe, once used by Marshal Kesselring, transferred from the Department of Social Sciences; oil portrait of Major General T.Q. Donaldson, gift of Col. Paul O. Francon; 3 early American knives, gift of Roy Vail; 11 colored engravings of West Point

and vicinity, gift of Col. George de Graaf; portfolio of Civil War etchings by A.J. Volk, gift of Col. Norman D.F. Douglas; collection of 84 American commemorative medals, transferred from USMA Library; collection of 79 rifles and muskets, gift of Capt. Marion Eppley; figurine of an Austrian general, gift of the Defense Minister of Austria; General U. S. Grant's field glasses and case, gift of Mrs. William P. Cronan; oil painting "Winter Quarters in Virginia," by George C. Lambdin, gift of Lincoln Epworth; U.S. Army Dodge staff car, period of World War I, gift of Daniel Parker; collection of 8 contemporary American paintings, gift of Mrs. Elizabeth B. Madden; 9 French uniforms, period of Napoleon I, purchased through Gift Fund; collection of 22 early American military hats and swords, purchased through Gift Fund; 4 fully armed and armored full scale figures of 16th and 17th century Spanish soldiers, with flags and other related items, gift of the Army Minister of Spain; 60 oil portraits (in Cullum Hall), from various sources; Japanese surgical set, gift of Dr. Winston C. Hainsworth; Civil War Zouave uniform, purchased through Gift Fund; diorama "Ambush in the Forest," gift of the Lilly Endowment, Inc.; collection of Indian artifacts, gift of Mrs. Frederick H. Brooke.

#### ARMY AVIATION OFFICER

1. Organized under TOE 29-500D the 2d Aviation Detachment (USMA) is authorized 7 officers, 12 enlisted men and 5 aircraft. The aircraft consist of two L-23D command type airplanes, one U-1A light transport airplane, one TL-19D observation airplane and one H-34C light cargo helicopter.

2. Activities included the following:

a. The conduct of 8 hours classroom instruction for the Corps of Cadets, involving the organization, function, and tactical employment of Army Aviation. A helicopter borne operation was conducted during Phase II of the 3d Class Field Exercise at Camp Buckner.

b. In supporting USMA with Army Aircraft, a total of 1600 hours were flown on 548 flights. On 414 of these flights 1300 hours were flown carrying 673 passengers a total of 267,120 passenger miles and 300 hours were flown on 134 training flights. In supporting Sky Diving and Airborne activities 685 parachutists were dropped from assigned aircraft.

c. Four medical evacuations and four search-rescue missions were flown.

#### UNITED STATES AIR FORCE LIAISON OFFICER

1. Mission. To coordinate requirements for Air Force tactical instruction to the U.S. Corps of Cadets; to coordinate Air Force airlift requests for senior staff officers at the U.S. Military Academy; to give guidance and indoctrination to those cadets being commissioned in the Air Force; to supervise the flying activities of rated Air Force officers assigned to the U.S. Military Academy; to act as

Superintendent's pilot in C-117 type aircraft.

2. Activities.

a. Air Force tactics instruction consisted of:

(1) A two-hour block to acquaint the cadet with the Air Force role in current Department of Defense plans as it applies to and/or affects the Army.

(2) Two hours of instruction on junior officer responsibilities in the Air Force for those graduates of Class of 1960 who chose the Air Force for assignment upon graduation.

(3) Six hours of indoctrination lectures by Air Force guest lecturers on service obligations, Air Force advanced schooling system, Air Force officer classification system, Air Force officer promotion policies.

(4) One hour instruction to the Third Class to prepare the cadets for their summer Air Force Training.

b. The Air Force Liaison Officer provided for the interviews, indoctrination lectures, and monitored the selections of initial assignments for those cadets that chose the Air Force for assignment upon graduation. Six (6) graduates of Class 1960 that chose Air Force were initially assigned to graduate schooling at MIT and the University of Illinois.

c. The Air Force Liaison Officer supervised the flying activities in support of the cadet summer training exercises at Camp Buckner. Fifty-two missions, approximately 80 hours, were flown by USMA pilots in T-33 type aircraft assigned for use of jet-qualified pilots at U.S. Military Academy.

d. In supporting the U.S. Military Academy with the C-117 type aircraft assigned to the Superintendent for use by him and senior members of his staff, a total of 619 hours were flown on 155 flights, carrying 1037 passengers a total of 549,840 passenger air miles.

BOOK DEPARTMENT

1. Personnel. In addition to the officer in charge, the Bookstore has two full-time employees. When necessary, additional enlisted men are hired on an off-duty, part-time basis.

2. Merchandise. Magazine and newspaper subscriptions have been added as sidelines during the past year.

3. Sales. During the period 1 July 1959 - 30 June 1960, net sales amounted to \$56,381.32. Net profit from these sales totaled \$5,109.93. This represented an increase in sales over the previous year of \$19,621.79. Factors contributing to this increase were as follows:

One time sale of the "West Point Atlas of American Wars."  
Sale of magazine and newspaper subscriptions.  
Increase in inventory.  
A steady increase in the number of authorized patrons.

4. **Mailing Service.** In October 1959 a total of 15,000 brochures concerning the West Point Atlas, together with a partial list of books in stock, were mailed to graduates of the Academy, ROTC colleges and universities, Military Advisory Assistance Groups, Army schools, and miscellaneous posts, camps, and stations. Response to this mailing resulted in the sale of approximately 800 Atlases as well as a significant number of other books in stock. In June 1960 a more complete listing of books in the form of a catalogue was mailed to those who had responded to the first mailing.

5. **Future Operations.** The recent changes in the curriculum will require an increased inventory, particularly in the field of paperback books, in order to provide the USCC adequate material for supplementary reading. Every effort will be made to increase authorized patronage, especially through the mailing service. Sidelines will be increased but the extent of the increase is drastically limited by the available floorspace.

6. **General Observations.** The interest in and the patronage of the Bookstore by the USCC has steadily increased. The Departments of Military Art and Engineering, Social Sciences, and English, recognizing the value of the store as a supplement to the USMA Library, have furnished lists of books to be stocked for their respective courses and have encouraged the cadets to purchase books both for supplemental reading and for their professional libraries. It is gratifying to note the interest in military and geo-political reading on the part of officers who have availed themselves of the mailing service, as evidenced by their orders.

#### Section IX. DEPUTY CHIEF OF STAFF FOR LOGISTICS

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.

#### POST ENGINEER

1. Activities of this Division encompassed the operation of utility plants and systems including the furnishing

of utilities and fuels, maintenance and repair of real property, modification of facilities and minor new construction, furnishing of fire prevention and protection, and other services, the administration and management of repairs and utilities work, and the programming of deferred maintenance, essential minor improvements, minor construction, master planning and major construction.

a. Among the important maintenance, repair and essential minor improvement projects accomplished or in progress are:

Installation of shelving and racks for storage rooms, East Cadet Barracks, Bldg. 751.  
Painting and repairs to North Cadet Barracks, Bldg. 737.  
Renovation of Bldg. 706 for Property Disposal Warehouse.  
Replacement of oil fired boilers, Lusk Area.  
Replacement of wood floor, Cullum Hall ballroom, Bldg. 605.  
Improve drainage system, 4th Class Baseball Diamond, North Athletic Field.  
Acoustical treatment at lecture room, Bldg. 639.  
Improvements to Service Club tennis courts.  
Resurfacing of existing shower room floors, Bldgs. 681, 685, and 687.  
Rehabilitation of 33 KV sub-station at Camp Buckner.  
Replacement of aerial distribution lines from sub-station to Camp Buckner and Camp Natural Bridge.  
Renovation of Assistant Commandant's and Aide's offices, Bldg. 747.  
Installation of cast iron water line from Camp Buckner to Camp Natural Bridge.  
Construction of roadway and parking area in Training Area.  
Replacement of steam headers at Hospital.  
Exterior painting and repairs to Hanger Bldgs. 793 and 795.  
Ventilation and heating of absorption room at Power House, Bldg. 604.  
Re-roofing 10 sets of quarters.  
Re-ropeing and overhauling 7 elevators.  
Cleaning of 20" raw water line from Popolopen Creek intake dam to Lusk Reservoir.  
Alterations to EENT Clinic, USA Hospital.  
Rehabilitation and retubing #2 Boiler at Power Plant.  
Rewiring of bachelor officers' quarters, Bldg. 149.  
Shade tree maintenance.  
Rehabilitation of NCO kitchens.  
Re-roofing of Cadet Restaurant.  
Installation of new concrete slab floor in Property Disposal Warehouse.  
Purchase and erection of three prefabricated steel buildings to replace deteriorated wooden structures at Camp Natural Bridge.

Installation of dynamometer for Dept. of Ordnance in Bldg. 639.  
 Rebuilding of echo organ portion of Cadet Chapel organ.  
 Installation of electronic bell system in East Cadet Barracks, Bldg. 751.  
 Replacement of deteriorated garage doors in 28 sets of officers' quarters.  
 Demolition of 30 miscellaneous structures.  
 Construction of dike walls around gasoline storage tanks.  
 Extension of street lighting circuit to NCO Club.  
 Increase capacity of transformer vault, Bldg. 667-B.  
 Alterations of bedrooms and bath, Cullum Hall.  
 Replacement of exterior stair treads in South Barracks.  
 Refinishing gym floor, Central Section, Bldg. 727.  
 Rehabilitation of exhaust system in Chemistry Laboratory, Bldg. 753.  
 Repair and calibrate circuit breaker relay and meter equipment, Power Plant.  
 Install Formica counter tops in 43 sets of quarters.  
 Resurface and extend parking area, Hotel Thayer.  
 Rehabilitation of ceiling and lighting, Field House, Bldg. 663.  
 Replacement of concrete curbs, gutters and walks.  
 Routine maintenance of bituminous surfaces.  
 Replacement of floor covering in Family Type Quarters.  
 Repoint and waterproof exterior walls of Hotel Thayer, Bldg. 674.

b. Status of the Academy's MCA Program is as follows:

(1) Conversion of West Academic Building to barracks to provide housing for 318 cadets was completed on 30 August 1959.

(2) Contract covering improvements to the underground electrical distribution system, originally scheduled to be completed in September 1959, has been extended to the fall of 1960 by reason of the issuance of change orders for the accomplishment of additional work.

(3) The project for extension of storm sewers which was initiated in November 1958 is now scheduled to be completed in August 1960.

(4) Alterations to the USA Hospital which began in August 1959 are expected to be completed in July 1960.

(5) Construction of 156 units of family housing began March 1960 and is to be completed by July 1961.

(6) Construction of a new 526 man cadet barracks on the site of the old hospital commenced on 19 February 1960 and is to be completed by July 1962.

(7) A contract for the expansion and rehabilitation of the post heating system has been awarded and work thereon will commence about 13 June 1960.

(8) Replacement of 14 wooden frame barracks with metal prefabs at Camp Buckner will commence in October 1960 and be ready for use in June 1961.

(9) Scheduled for accomplishment in FY 1961 is the conversion of the post electrical distribution system to 4,160 volts.

c. The USMA Proposed MCA Program for Fiscal Years 1962-1966 is as follows:

Construction of new Cadet Library Building.  
Construction of Cadet Activities Building.  
Improvements to 22 NCO quarters.  
Construction of 24 tennis courts.  
Improvements to Cadet Gymnasium facilities.  
Improvement of Post roads and parking areas.  
Construction of an Officers' Open Mess.  
Improvement of academic facilities in Bldgs.

745 and 753.

Construction of six new athletic fields.  
Construction of a Post Shopping Center.  
Conversion of north portion of Bldgs. 626 to a Gymnasium for enlisted personnel.  
Construction of a new cadet auditorium.  
Construction of a Post Engineer Service Area.

2. The 50th Engineer Construction Company, a First Army STRAF unit, was assigned for duty at this installation on 16 March 1960. Work now being performed or planned to be accomplished by the personnel of this organization consists of the construction and repair of ranges and other training facilities, fire breaks and trails, gravel roads, and mountain trails; lumbering operations including felling, trimming, and producing lumber; operation of a mobile crushing and screening unit to produce material for road and trail repairs; maintenance, repair and construction of range buildings, fences, gates, fire and observation towers and other miscellaneous simple structures; the construction, maintenance and repair of drainage structures, and erosion control.

#### QUARTERMASTER

1. 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, Property Disposal and interment of remains in the Post Cemetery.

2. A Quartermaster Composite Unit from Fort Lee,

Virginia, was made available by The Quartermaster General, DA, to assist in providing QM support and instruction to the Third Class, USCC, during its summer training at Camp Buckner.

3. On 4 January 1960 a Study Group comprised of representatives furnished by The Quartermaster General and USMA conducted an Engineered Time Standards Study in the USMA Laundry Plant. The study was completed on 31 March and established time standards were implemented in the Plant during April 1960. The process of re-orientating employees under the new system and perfecting the reporting system as an accurate measure of productive effectiveness is in progress. Upon completion of the refinement phase of the program, an evaluation will be made with a view to establishing either an incentive wage or incentive awards program.

#### ORDNANCE OFFICER

##### 1. General.

a. During the past year the Ordnance service and support available to the Military Academy continued to meet all of its objectives.

b. After completion of summer training in 1959, the assistance of an Explosive Ordnance Disposal Squad was obtained from FUSA, to clear the target ranges. One hundred and forty-nine duds were located and destroyed.

##### 2. Maintenance.

a. Field maintenance support, for 355 additional items of Ordnance equipment and 35 additional items of Engineer equipment was added to the mission of the Ordnance Division as a result of the permanent assignment of the 50th Engineer Company (Construction).

b. Work orders processed in all Ordnance Shops during FY 1960 totaled 3,764 and were distributed as follows:

Post Field Maintenance Shop	2535
Armament Shop	650
Machine	340
Carpenter Shop	239

##### 3. Supply.

a. During the year, the Single Line Item Requisitioning Procedure, as outlined in AR 725-8 was initiated for all Stock Record Accounts.

b. 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	\$2,120,319	\$ 54,433	\$2,174,752
Signal	72,140	68,252	140,392
Chemical	6,141	9,279	15,420
Engineer	183,632	73,228	256,860
TOTAL	\$2,382,232	\$205,192	\$2,587,424

c. Several new pieces of equipment were requisitioned and received. Notable among these were the following:

15 ea Tank, Combat, full-tracked, 90-mm gun, M48A2C  
2 ea Carrier, Cargo, M29C  
400 ea Gun, Machine, 7.62-mm, M60  
113 ea Rifle, U.S., 7.62-mm, M14

d. A quantity of 580 replacement cadet swords, scabbards and covers requisitioned from the Ordnance Weapons Command have been received.

e. The Ordnance Stock Control Branch and Warehouse Branch were physically moved from Bldg. No. 639 and relocated in Bldg. No. 623.

### CHEMICAL OFFICER

A demonstration team was made available by the Chief Chemical Officer, DA, to assist the U.S. Corps of Cadets in the summer training program. The team presented a CBR demonstration for the Third Class at Camp Buckner in August. The team is an element of the U.S. Chemical Corps School, Chemical Corps Training Command, Fort McClellan, Alabama.

### TRANSPORTATION OFFICER

#### 1. Vehicles and Equipment.

Vehicle and equipment allotments were sufficient for the workload imposed. Seven new light sedans were received.

#### 2. Training.

a. The Division conducted six repetitions of 7½ hours each, automotive instructions for new cadets. The purpose of this instruction was to teach cadets basic driving techniques, preventive maintenance, to administer written psycho-physical and road tests required in AR 600-55. Of the 718 cadets enrolled, 537 qualified and were issued driver permits to operate military vehicles to and including 1½ ton capacity. Lack of driving experience proved to be the major cause of failure to qualify.

b. Six 2½ hour blocks of instruction were presented to the Third Class (Class of 1962). Purpose of this instruction was to familiarize cadets with the mission, capabilities, functions, and equipment of the Light Truck Transportation Company, to demonstrate water fording and field expedients by the use of equipment authorized in this type unit, and to give cadets actual convoy operation experience with tactical type vehicles.

#### 3. Operations.

a. Motor. The Division operated and maintained 359 General Transport Administrative vehicles. Additionally,

47 vehicles were satellited on the Division for maintenance support. Special transportation furnished for June Week 1960 operated 17,220 miles, transported 6,125 passengers and 32½ tons. Post taxi utilizations resulted in an 8.4% decrease in number of passengers transported and a decrease of 0.1% in miles travelled as compared to the previous year. Sedan taxi service operated 75,715 miles and transported 65,892 passengers. Radio ½ ton delivery service handled 379.5 tons of cargo, 1,663 passengers and travelled a total of 10,238 miles. This is an increase of 30.0% cargo handled than in previous year. The General Transport Administrative vehicles transported 771,085 passengers, 113,560 tons of cargo and travelled 2,129,466 miles. This is a net increase of 2.95% in passengers and 1.51% in tons with a 1.2% decrease in miles travelled.

b. Traffic Branch. During the year the Traffic Branch moved 10,174 passengers, including dependents, on 771 Government Transportation Requests. A total of 3,260 Government Bills of Lading were issued, received and forwarded; 5,487,473 pounds of carload freight received and forwarded; 4,074,445 pounds of truckload freight received and forwarded; and 53,288 pounds of Railway Express received and forwarded. In addition, 383 commercial van shipments totaling 1,509,466 pounds household goods were forwarded, and 148 commercial van shipments of household goods totaling 696,259 pounds were received at this installation. Total tonnage received and/or shipped by the Transportation Corps Receiving and Shipping Section was 12,267,402 pounds.

c. Harbor Craft. Harbor Craft transported 5,202 passengers and made 275 cruises.

#### 4. Safety.

The Transportation Division safety committee was very active during the year. As a result, a considerable reduction in the number of motor vehicle accidents was experienced.

#### POST SIGNAL OFFICER

##### 1. The Telephone System.

a. The telephone conduit and cable system between Quarters 397-420 on Merritt Road and Quarters 25-30 on Thayer Road was rehabilitated.

b. Telephone distribution and public address systems were installed in the old West Academic Building upon conversion of that building into cadet barracks.

c. The USMA Telephone Directory was revised, using a 2-column format and photo offset printing, thereby cutting production costs significantly.

d. A 200-pair distribution cable was installed in the vicinity of South Gate to increase the availability of telephone outlets into the commercial telephone system.

e. The telephone distribution system for the new professional wing of the Post Hospital was completed.

f. Planning relative to signal communications requirements for the new 263-room cadet barracks and the new officers' quarters area was completed.

g. The telephone distribution system for Headquarters, USCC building was rehabilitated and expanded.

h. Automatic telephone traffic counting devices were procured and installed in the USMA Frame Room.

i. A regular, commercial telephone operators' schedule was adapted for the USMA Telephone Exchange.

## 2. Electronics.

On 7 April 1960 the closed circuit TV system was used to bring a live program pertaining to missile development to the cadets from the U.S. Army Ordnance Command, Huntsville, Alabama.

## 3. File and Equipment Exchange.

a. More than 4,000 shows were projected for enlisted men and cadet instruction.

b. Two composite films were produced for the Tactical Department for use in cadet training next fall.

## 4. Photographic Laboratory.

a. Twenty-four thousand three hundred forty-nine black and white and eight hundred twenty-eight color pictures were taken by Signal photographers.

b. Seventy-seven thousand eight hundred ninety-four black and white prints and four hundred seventeen color transparencies were made in the Signal Photographic Laboratory.

c. Signal motion picture photographers took 4,100 feet of black and white and 4,700 feet of color 16-mm motion picture film. A 15-minute film made for the Department of Ordnance for visitor orientation was included.

d. Eighty black and white slides, 1,364 color slides and 34,482 Vugraph transparencies were projected. These slides and transparencies were used in briefings and in cadet instruction by the Academic and Tactical Departments.

## 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, USMA. The Senior

Medical Officer serves as Post Surgeon, Commanding Officer, U.S. Army Hospital, USMA, and Professor of Military Hygiene, USMA. Personnel assigned to the U.S. Army Hospital are assigned additional duties with Post Medical Activities to assist and act for the Post Surgeon and the Professor of Military Hygiene in carrying out the responsibilities of the activities.

2. The health of the Command and general sanitation of the post during the past year were excellent. There were no undue outbreaks of communicable disease and no medical problems which could not be resolved locally.

3. Renovation of the hospital building began in September 1959 and proceeded slowly due to a number of circumstances beyond the control of the District Engineer. As a result, the modifications were not completed before demolition was begun on the old cadet hospital, and this has created considerable inconvenience. Fortunately, because of a comparatively low inpatient load and a rigid program of hospital sanitation, no increase in hospital infections has been experienced.

#### POST DENTAL SERVICE

1. During FY 1960 a total of 50,657 dental procedures were performed, which was approximately the same number as were accomplished during FY 1959.

a. On 15 February 1960, the two-chair Sub-Dental Clinic located on the first floor of the U.S. Army Hospital, USMA, was temporarily closed because of demolition of the hospital north wing. All personnel working in this clinic were moved to the main Dental Clinic located on the fourth floor of the hospital, with attendant loss of treatment efficiency for both the Corps of Cadets and enlisted personnel of the post.

b. The following reflects the ratio of treatment furnished each category of patients during FY 1960:

Corps of Cadets and Assigned Military	93%
Military - Active - not assigned	2%
Military - Retired	3%
Dependents (Emergency Treatment Only)	2%
Total	100%

c. Dependent treatment continues to be limited by Public Law 569, 84th Congress (70 Stat. 250) effective in 1956. Even with dependents authorized only emergency treatment, there were 979 procedures accomplished for dependents of assigned military personnel.

2. Dental officer shortage for FY 1959 was corrected in July 1959 by an authorized increase from 10 to 12, with an average officer strength of 10.4 for FY 1960. The maximum authorized officer strength was not attained because of frequent delays in arrival of replacements from overseas. The current authorization of ancillary personnel of 15

enlisted men and women and 5 civilian employees is adequate. The two civilian Dental Laboratory Technicians and Secretary received promotions during FY 1960.

3. There were approximately 40% less carious teeth (those needing fillings) in the Fourth Class that entered July 1959, than in the Fourth Class of 1958. The revision of AR 40-500 has brought about this marked improvement in the dental condition of the present Fourth Class because a more thorough dental entrance examination is now required.

a. A definite plan for establishing priorities and treatment, plus an annual dental examination with X-rays for the Corps of Cadets, officers, and enlisted personnel have resulted in timely treatment for all patients. With this priority plan all First Classmen now graduate without needing any routine dental treatment.

b. The Camp Buckner Dental Clinic was permanently closed prior to the 1959 summer camp season, because experience gained by its one year of operation in 1958 indicated that it did not warrant the services of a full-time dentist and enlisted assistant. Cadets requiring treatment will receive it in the Post Dental Clinic.

c. The program for providing annual oral prophylaxis and hygiene instruction, including Stannous Fluoride treatment (for dental decay prevention), was increased during FY 1960 to include both Third and Fourth Classmen, 1st Regiment. All enlisted personnel were provided oral prophylaxis and hygiene instruction. This program was conducted and treatment rendered by Mrs. Eleanor F. O'Brien, Civilian Dental Hygienist.

4. All eleven dental operating units are now equipped with high-speed "Air-Drive" handpieces, since eight more handpieces were installed during FY 1960. This type of drill has met with most enthusiastic response from all patients because it offers maximum comfort by operating beyond vibration perception. The officers are also most enthusiastic about this drill because it offers them relief from tension and strain, and reduces the cavity preparation time.

#### TREASURER, USMA

The Treasurer, USMA is responsible for the management of Cadet funds and supervises the operation of the Cadet Mess, Cadet Store, Cadet Restaurants and U.S. Hotel Thayer.

##### 1. Cadet Mess.

a. A number of changes were made to menus to make them more attractive, including new recipes, half-pint individual milk containers, open-face sandwiches, salad dressings on tables, additional bread items, and choice of fish or meat on religious occasions.

b. Five hundred twenty-eight feet of additional refrigerated storage space was constructed.

c. The Sunday main meal was changed from noon to evening in conformity with cadet requests.

d. Ten new gas Hot-Top ranges were installed.

e. A Food Service Survey conducted in November 1959 by a representative of Quartermaster General concluded that a dietitian would be of assistance to the Cadet Mess.

f. Major improvements were made to the Camp Buckner Summer Camp kitchen to include a new ice-making machine, installation of fluorescent lights, a new boiler and a 3000-gallon hot water tank.

## 2. Cadet Restaurants (Boodlers.)

a. Volume of sales in 1960 was \$124,927.00 compared to \$138,175.60 in 1959. Four separate facilities were operated during this year as in the preceding year.

b. The confectionary Boodler was returned to Washington Hall near its historical location after 13 years in Building No. 720.

c. New equipment added during this year included milk shake machine, pizza pie oven, electric soup kitchen, cash registers and air conditioners.

## 3. Cadet Store.

a. Volume of sales in 1960 was \$1,493,518.00 as compared to \$1,443,955.00 in 1959.

b. Project for conversion of Cadet Store to self-service was completed.

c. Decision was reached to obtain the tropical worsted shirt from a commercial manufacturer rather than by production in the Cadet Store Tailor Shop.

d. A white dacron/viscose gabardine blouse was field tested and not adopted due primarily to lack of whiteness retention and drape when worn under arms.

e. Four jewelry, one military and two civilian clothing displays were sponsored for the Corps. A total of 49 civilian firms participated.

## 4. Hotel Thayer.

a. Total revenue for the Hotel Thayer in 1960 was \$791,762.00 compared with \$655,762.00 in 1959.

b. Plans were prepared and bids solicited for construction of a set of quarters for the Manager of the Hotel.

c. Interior renovation program continued with new wall-to-wall carpeting in 67 rooms; tile wainscoting

and showers installed in 52 bathrooms; ballroom redecorated and new draperies installed; new locks purchased for rooms. Approximately \$25,000.00 was expended in this effort.

d. The wiring and plumbing in the Hotel continued to deteriorate during the year. A proposed MCA project to replace the current uneconomic system was disapproved by the Bureau of the Budget.

e. The lack of air conditioning continues to be a source of complaint during the summer months for cadets and the general public as well as to penalize the Hotel in its effort to obtain commercial patronage.

#### CONTRACTING OFFICER

1. The Purchasing and Contracting Division processed 17,400 purchase actions with a dollar value of \$4,711,000. Of the total purchase actions, 14,130 were under \$2,500 and 326 were over \$2,500 requiring formal advertisement. There were 2,944 interdepartmental transactions.

2. Small business concerns were awarded 12,659 purchase items.

3. The above report is based on actual statistics from 1 July 1959 to 31 April 1960, with a forecast for the number of actions and dollar volumes for the months of May and July 1960.

4. Two retirements were effected representing approximately ninety years of government service: John L. Naylor (Procurement Officer) with 46 years and 11 months service, and Glydon B. Brennan (Supervisory Procurement Clerk) with 43 years plus in service.

#### SELF-SERVICE SUPPLY CENTER

1. The opening inventory for the SSSC for FY 1960 was \$66,240.84. The ending inventory for the month of April 1960 was \$58,058.41.

2. The total sales for the first ten months of FY 1960 were \$213,329.37. (Appropriated Sales \$206,634.40, Non-appropriated Sales \$5,723.05, Appropriated-reimbursable Sales \$971.93.)

3. The average number of customer transactions processed per month was 924.

4. The total number of line items stocked by the Center is now 2,600.

5. The number of parent accounts now serviced by the Center is 49; this includes 106 sub-accounts. Also being serviced by the Center are 17 non-appropriated fund accounts and 1 appropriated-fund reimbursable account.

6. The SSSC has been in operation 3½ years.

## Section X. COMPTROLLER

1. During FY 1960, the Comptroller continued to develop, promote and apply budgeting, programming, accounting, auditing, review and analysis, manpower utilization, and management engineering techniques to the operations of the Command. Certain of the foregoing responsibilities are accomplished through the application of the Army Command Management System, e.g., budgeting, programming, accounting, and review and analysis. Under the ACMS concept, the Comptroller serves as Program Coordinator for the Command, and as Major Activity Director for the Financial Services Program. He is also a member of the Program-Budget Advisory Committee.

2. The United States Military Academy, together with the Naval, Air Force and Coast Guard Academies, were the subject of a Congressional study to determine the comparative costs of operating the service academies. The study was initiated on 13 July 1959, by Mr. Thomas J. Jenkins, Director of Surveys and Investigations for the House Appropriations Committee. The project was coordinated for the Secretary of Defense by Mr. Morris Kandle, Office of the Comptroller, Department of Defense. The Comptroller, USMA, was designated as Project Officer for the United States Military Academy. The study was opened by a preliminary briefing of the House Appropriations Committee representatives conducted by each service academy on 28 July 1959. On 7 August 1959, the Academy received a directive from the congressional investigating committee to prepare a detailed report of operating costs for Fiscal Years 1958 and 1959. This was accomplished and the report was submitted, through Department of the Army, to the Committee on 13 August 1959. The representatives of the Congressional Committee arrived at West Point on 7 October 1959 to validate the report. The data contained in the report was accepted by the committee with very minor adjustments. The total operating cost for FY 1959 (excluding capital items), was determined to be \$26,884,762, and is comparable to the \$26,137,934 submitted in the original report. The "cost per cadet man year" computation for FY 1959, although not a part of the report to the congressional committee, but based on the cost figures accepted by the committee, amounted to \$11,004. This calculation was based on a beginning of each month average cadet strength of 2,443. The investigating committee departed West Point on 23 October 1959. Spokesman for the study group indicated that the overall report was scheduled for presentation to the House Appropriations Committee on 1 December 1959. The Military Academy has not been informed of the final action taken on the report.

3. The quarterly Cost and Performance Summary Reports to Department of the Army have been expanded during FY 1960 to include, as part of the Commander's Narrative Analysis, a report of unfinanced items, and an analysis of the net fund requirements related to Inventory, Contracts and Orders Outstanding and Adjustments. The Commander's Narrative Analysis has been developed into a comprehensive report designed to inform higher authority of major problems involved

in performing assigned missions, programs, and workloads within existing resources.

4. Quarterly Review and Analysis presentations were made to the Program-Budget Advisory Committee during the year covering the overall status of the USMA Operating Program and the Annual Funding Program. These presentations have proved useful as a means of pointing out resource and program deficiencies requiring corrective action and in planning future operations.

5. Internal reviews were conducted for eighty-five (85) appropriated and non-appropriated fund accounts during the year, with fifty-three (53) formal reports of audit and/or examination having been issued as of 18 May 1960. Pursuant to Section 1311, Public Law 663, the required annual examination and inventory of unliquidated transactions was completed to determine the correctness of appropriated fund amounts certified by USMA to Department of the Army, as of 30 June 1959.

6. In accordance with AR 735-60, responsibility for the maintenance of financial inventory accounting (FIA) records was transferred from the technical services to the Finance and Accounting Office effective 1 October 1959. This centralization has made it feasible to mechanize financial inventory accounting procedures. Plans are being formulated to implement financial accounting for fixed assets effective 1 July 1960 (AR 735-20). This requires the establishment of accounting procedures for obtaining, recording and reporting dollar values of Government real property and capital equipment in possession of Army installations. On 11-12 April 1960, the Finance and Accounting Officer conducted a series of lectures to the members of the USCC graduating class of 1960 on the subject of pay allowances of army officers. Under the provisions of DA Circular 35-8, dated 3 May 1960, the Finance and Accounting Office will commence processing registration for Federal Employees Health Benefits Program in June 1960, to be effective the first pay period in July 1960.

7. In February 1959, Department of the Army directed USMA to reduce its civilian employment by two percent (2%), or 37 spaces, effective 30 June 1959. As a result of the 37 space reduction, and in light of USMA's expanding facilities and increased demands on support activities, an accelerated program of manpower surveys was initiated to more equitably implement the current manpower authorization, and simultaneously evaluate the Academy's additional requirements. To this end, twenty-two manpower surveys have been accomplished during FY 1960 beyond the twenty-five reported last fiscal year. In addition to conducting scheduled manpower surveys, the Comptroller is continuing to review civilian vacancies as they occur to assure that only essential positions are filled in accordance with current DA employment policies.

8. Changes in reporting requirements of AR 1-60 required USMA to establish a comprehensive Management Improvement Plan, formalize its current management improvement

program, and report its progress to Department of the Army in FY 60. Reports submitted during FY 60 covered calendar year 1959 and showed seven outstanding improvements with total savings or benefits to the government equivalent to approximately \$30,750. Priorities imposed by accelerated manpower surveys and publication of the Management Guide precluded implementation of a formal Management Improvement Plan. Current plans call for implementation of this program during FY 1961.

9. The Management Guide, Volume I - Organization, has been published and distributed. This volume depicts the official organizational structure of the U.S. Military Academy. Narrative descriptions of the objectives, responsibilities and relationships have been included for each organizational element of the Academy. Volume II, Management Programs (Manpower Control, Army Command Management System, Reports Control, et al) is being developed for publication during the coming year. The purpose of the Management Guide is to provide a tool for orienting newly assigned personnel and official visitors, and to serve as an aid in the development and conduct of management plans and programs.

10. During FY 60, this office assisted in the development of engineered time standards for operation of the Quartermaster Laundry. Continued monitorship will be maintained over implementation of these standards. It is anticipated that these newly established engineered time standards will become the framework for establishment of an incentive pay system for laundry workers in the near future.

## Section XI. SPECIAL STAFF

### INFORMATION OFFICER

1. The Information Officer continued his mission of informing the American people of the nature of West Point and the program which it offers to eligible male high school graduates. An additional function of the Information Office has been the programming of visits to USMA, both official and unofficial.

2. Community Relations. Strong emphasis has been given to cooperation in community celebrations, and to the placement of the band, and of speakers, mainly cadets, before various civic and educational groups.

3. News and News Features, Radio and Television Activities. The News Media Division sent out approximately 2,000 news stories, special features, and hometown releases on individual cadets and other USMA personnel. In addition, more than 5,000 photographs and some 30 picture stories were processed directly to U.S. Information Agency, Armed Forces Press Service, and other applicable media of communications. More than 2,200 hometown stories and photographs were disseminated through the facilities of the U.S. Army Home Town News Center, including graduation releases for the Class of 1960. Approximately 65 separate feature stories, averaging 15 pictures each, plus text, were prepared concerning some

308 cadets. These stories were disseminated directly by the Information Office to hometown newspapers, industrial house organs, etc. Specific articles and/or major picture spreads concerning the Military Academy appeared in the following leading newspapers and magazines: SATURDAY EVENING POST, AMERICAN GIRL MAGAZINE, PAGEANT MAGAZINE, MODERN BRIDE MAGAZINE, LOOK MAGAZINE, NEW YORK WORLD TELEGRAM & SUN, NEW YORK DAILY NEWS, NEW YORK TIMES, NEW YORK HERALD TRIBUNE, and the CHICAGO TRIBUNE. In addition, featured articles about West Point appeared in the following special publications: Esso Oil Company Magazine, General Motors "American Youth" Magazine, "Friends" Magazine, "Sepia" Magazine, "Army Information Digest," "Motor Age Magazine," "People & Places" Magazine. In the field of Radio and Television, a total of 28 television and 167 radio program appearances were coordinated by the office during the fiscal year. These appearances included 10 nationwide network television programs.

4. Special Projects. Included in this category were the many activities contributing to public knowledge of the Military Academy, yet not specifically classified as information dissemination. These activities included such projects as a Washington Press Corps weekend at West Point, coordination of West Point participation in the Hudson-Champlain "Year of History" Celebration, the special presentation visit of the Spanish Ambassador, reception and hosting of parents of new cadets in the Class of 1963, and the visit of the President of the United States during June Week, 1960.

5. Visitors to USMA. This office continued to be charged with protocol responsibilities incident to official and unofficial visits to West Point. Duties included preparation of itineraries, essential coordination with higher headquarters, and arrangements for such social functions as were deemed appropriate.

6. Sports Information. The Academy intercollegiate athletic program continued to require publicity support through the Sports Information Division. The Director of Sports Information consulted with and advised the Director of Athletics in all aspects of press coverage of intercollegiate athletic contests. As an additional responsibility all sports brochures, and game programs were handled by the Sports Information Office. Complete results of intercollegiate athletic contests were maintained and listed in the official athletic records, USMA.

#### INSPECTOR GENERAL

1. Four Annual General Inspections, 38 Special Inspections, and 135 nonappropriated and private association fund inspections were conducted during the past fiscal year. The results of the inspections indicated the status of discipline and efficiency throughout the Command was generally outstanding. That status was confirmed by the report of the Annual General Inspection by The Inspector General of the Army.

a. Inspections of funds indicated a marked improvement in the manner in which they were kept, especially

the cadet funds. Considerable success was achieved in combining like funds, eliminating inactive funds, and reducing and simplifying administrative procedures.

b. All applicable Department of the Army Special Subjects for Inspection were inquired into and found to be implemented satisfactorily.

2. The eleven complaints received during the year were satisfactorily resolved. They did not indicate any significant trends.

3. The office was especially active in advising and assisting individuals and activities in 125 cases. Many of the cases resulted in simplifying and improving operations. In addition, informal studies were conducted to assist individuals and activities.

#### OFFICE OF THE STAFF JUDGE ADVOCATE

1. The general mission of the Staff Judge Advocate's Office at the United States Military Academy is to administer the Uniform Code of Military Justice and to furnish general legal service to the Command. The Staff Judge Advocate, USMA, is the chief legal adviser to the Superintendent and all Military Academy agencies. The office is organized and operated to perform all legal services required by law or regulation and necessary to the operation of the Military Academy and the Post of West Point.

#### 2. Statistical Data.

a. 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, 11 special courts-martial and 12 summary courts-martial.

b. 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.

c. Claims. There were 189 claims processed, involving claims against the United States for tort liability of the United States Government and for damage to household goods on permanent change of station, and claims in favor of the United States for damage to Government property. The increase in the number of claims during this fiscal year is due primarily to the expeditious settlement of claims resulting from changes in regulations authorizing local settlement of claims under AR 25-25, AR 25-30, and AR 25-100 which are not in excess of \$1,000.

d. Legal Assistance. Advice and assistance to

authorized personnel in regard to personal affairs were rendered in 2,678 cases, including such diverse matters as adoption, change of name, affidavits, depositions, citizenship, contracts, notes, divorce or separation, estates, insurance, powers of attorney, and releases, real property sales and leases, taxation, tort actions, wills, allotments, bastardy proceedings, civil criminal matters, guardianship, veterans' matters, copyrights and patents.

e. Procurement. During the fiscal year, there were over 318 procurement actions involving the review of government contracts and the examination of bonds for legal sufficiency and compliance with Armed Services Procurement Regulations and Army Procurement Procedures.

## DIRECTOR OF ATHLETICS

### 1. Intercollegiate Athletics.

a. The Military Academy was represented by varsity and plebe teams in 17 intercollegiate sports and by junior varsity in 4 intercollegiate sports.

b. Approximately 6,311 young men came to the Military Academy as members of visiting teams and competed in 345 contests. Of this number of visitors 2,928 were furnished overnight accommodations in our visiting team quarters, and approximately 13,768 meals were served in the Cadet Dining Hall.

c. Throughout the year the Army varsity teams competed in 215 contests - won 155, lost 55, and tied 5 for a .721 winning percentage.

d. Outstanding individual and team accomplishments for the year 1959-1960 are listed below:

Baseball - The baseball team won the 1960 Eastern Intercollegiate Baseball League Championship. Cadet W. Williams was selected to the Eastern All-Star Baseball Team.

Cross Country - The cross country team was the 1959 Heptagonal Champion. Cadet R. Greene was the Heptagonal Cross Country Champion and All-America.

Football - Cadet W. Carpenter All-America End, Football.

Gymnastics - The gymnastics team was undefeated and won the 1960 Eastern Intercollegiate Gymnastic League Championship. Cadet J. Aaronsohn was the Eastern and National Gymnastic Champion on the flying rings.

Pistol - The pistol team won the National Mid-Winter Championship at Tampa, Florida. Cadet J. Smith won first place at the National Mid-Winter Championships. Cadet J. Hubard won the Distinguished Pistol Shot Award given by the Department of the Army.

Track. The indoor track team was undefeated and was the Indoor Heptagonal Champion. Cadet P. Chappell was the Indoor Heptagonal Champion in the broad jump. Cadet W. Hanne was the Indoor Heptagonal Champion in the 1000 yards. Cadet H. Sprague was the Indoor Heptagonal Champion in the 60-yard dash and Outdoor Heptagonal Champion in the 100-yard dash.

Wrestling. Cadet A. Rushatz was the Eastern Intercollegiate 177-Pound Wrestling Champion.

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

a. The First Class traveled by train to Champaign, Illinois to witness the Army-Illinois football game.

b. The Second Class traveled by train to Durham, North Carolina to witness the Army-Duke football game.

c. The entire Corps of Cadets traveled by bus to New York City to witness the Army-Air Force football game and to Philadelphia by train to witness the Army-Navy football game.

## 3. New Construction.

a. Construction was started on a duplex set of quarters and a Golf Clubhouse. In addition, construction is under way to expand the golf course to eighteen holes.

b. Plans for rehabilitation and expansion of Michie Stadium have been developed. Initial drillings and other preliminary work have been undertaken. The plans permit the phased expansion of Michie Stadium into a 54,000-seat stadium, should such expansion become warranted.

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

## Section XII. BOARDS, COMMITTEES AND COUNCILS

### CADET EXTRACURRICULAR EDUCATIONAL ACTIVITIES COMMITTEE

1. One hundred seventy-five cadets participated in Debate Council activities, engaging in 777 debates of which 409 were intercollegiate debates with 155 separate colleges and universities. The program was successful. Cadet varsity teams won the Idaho State College tournament, the annual Royal Military College of Canada debate, and the annual Brooklyn American Legion Post 399 college invitational debate; placed second at the Inter-Service Academy (Golden

Gavel) tournament at Kings Point; and placed third at the Purdue University and U.S. Air Force Academy tournaments. Reflecting increased emphasis on novice (first year) debating, cadet novice teams won the following four novice tournaments, out of six tournaments entered, in competition with the number of teams indicated: University of Pittsburgh (38), Flint College (22), Dartmouth College (19), and University of Illinois (29). In cooperation with the Admissions Office, USMA, the Debate Council further expanded its program of intercollegiate debates before high school audiences. Cadets appeared before more than 30,000 high school students in 37 debates against 13 different colleges and universities. A successful innovation this year was the inauguration of an intramural debate program in which 90 cadets participated, representing all of the cadet companies.

2. The Cadet Forum's activities were based on seminars, home discussions, the Sunday Evening Lecture Series, and participation and educational trips. The fall seminar program was primarily keyed to the Student Conference in December and was built around the theme of World Tension Areas; spring seminars included Personal Finance, music, Totalitarian Dictatorships and U.S. Foreign Policy and Strategy. Two Sunday Evening Lectures were presented: Brigadier L.F.E. Wieler, and Brig. General S.L.A. Marshall. Twelve of sixteen Forum participation trips were to student conferences, and four to model United Nations Assemblies. In addition to broadening the intellectual horizons of cadets, participation in model U.N. Assemblies and student conferences have established and furthered cadet contacts with students and faculty of approximately 200 civilian undergraduate institutions. A major improvement this year was in the selection and preparation of cadets participating in model United Nations Assemblies to include briefings by members of the United Nations Delegations of several countries.

3. Two hundred twenty-four students from 84 Canadian and American colleges and universities discussed the SCUSA subject, "Foreign Assistance as an Instrument of Policy" for four days. The keynote address was delivered by William H. Draper, Jr., former chairman, President's Committee to Study the U.S. Military Assistance Program, and the banquet address was given by Averell Harriman. For the first time in NDT history 23 special judges, primarily from the south and mid-west, were used exclusively for the elimination rounds on the final day. This innovation was so successful in increasing the calibre of tournament competition and contributing to the prestige of the tournament as the national championship contest that it will be continued in subsequent years.

4. The reinstated English Literature Seminar was divided into two groups: the first read, reported on, and discussed modern prose and poetry and attended a production of Camus' Caligula, the second group studied modern drama and attended T. William's Orpheus Descending.

5. Five language clubs each continued to stimulate interest and maintain proficiency of cadets in the language and culture of Brazil, France, Germany, Russia, and Spain.

Club meetings were conducted in foreign languages and normally included guest lecturers and foreign films on educational systems, social customs, sports and other topics. For example, the German film of Thomas Mann's novel, "Confessions of a Confidence Man, Felix Krull," was presented by the German Club, and the Spanish Club presented a highly successful program of Spanish and South American music in conjunction with the Audio Club. The clubs make numerous trips to New York City and while there visit the United Nations where they are escorted by foreign speaking guides, attend first run films such as "Les 400 Coups" and "Black Orpheus," first run plays, and usually dine at restaurants specializing in foreign cuisine. Additionally, club members visit official agencies of various foreign states such as the Brazilian Government Trade Bureau and may attend receptions given by representatives of these nations.

6. Design, construction, and static test firing of rockets by the Rocket Society was climaxed by the first free-flight firing of a cadet-built rocket in May. The Society's meetings were highlighted by the lectures on the principles of rocketry, guidance, astronomy, and the Corporal Guidance System. Society members visited Redstone Arsenal for a comprehensive two-day orientation and toured the Navy's Air Rocket Testing Station at Lake Denmark, New Jersey.

7. As a result of increased interest by members of the Astronomy Club, meetings were increased to four or five a month, and among the subjects discussed were constellations, measurement of interstellar distance, Kepler's Law, and surface features of the moon. These discussions were supplemented by the use of the club's and the Department of Physics' telescopes for observation. Additionally, club members visited the Hayden Planetarium.

8. The cadet Mathematics Forum presented a series of programs on such topics as Computers, Fermi Theory, the Theory of Relaxation, and Relativity by officers, cadets, and visiting professors. In April the Forum attended a conference on mathematics in communications at the IT&T Laboratories in Nutley, New Jersey and also visited the IBM Computer System in New York City.

9. The Cadet Audio Club, successor to the Hi-Fi Club, provided equipment and technical assistance to the USMA Library for a series of Sunday afternoon recording concerts, conducted informal seminars supplementing formal instruction in equipment familiarization and basic principles of sound reproduction, and advised individual cadets in the purchase of approximately \$10,000 worth of personal equipment.

10. This year the Radio Club established facilities for three complete operating positions upon moving to a different location in East Barracks. A whole new field of activity has been made available to cadets by the installation of a new transmitter for single-sided band suppressed carrier transmission and currently radio teletype equipment is being installed.

11. A program of Cultural Visits to New York City was inaugurated in which small groups of upper class cadets attended plays, concerts, operas, etc., and visited museums on Saturday evenings and Sunday afternoons. The program was undertaken to afford cadets the opportunity to broaden their cultural horizons by taking advantage of the proximity of the many facilities of New York. Three hundred forty-two cadets participated in this first year.

#### **RHODES SCHOLARSHIP COMMITTEE**

The Academic Board accredited three members of the graduating class of 1959 and nine members of the class of 1960 to compete for Rhodes Scholarships in eleven different states. Two of these twelve scholarship candidates were selected by their state committees as one of the two individuals sent forward by each state to their district competition. Both of these candidates, one from each class, were selected as Rhodes Scholars and enter Oxford in the fall of 1960. These selections increase to forty-two 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.

