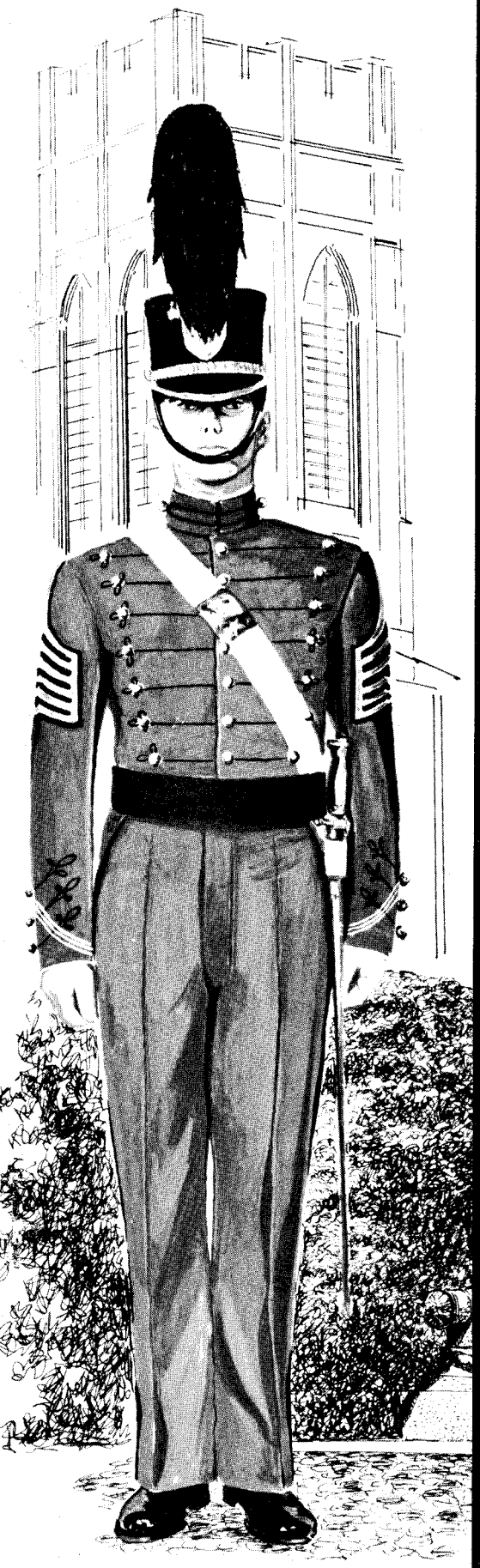


ANNUAL REPORT

of the

SUPERINTENDENT

1 July 1964 – 30 June 1965

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 career as an officer of the Regular Army.

AR 350-5

ARMY-WP-550-1658-65

OFFICE OF THE SUPERINTENDENT
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK 10996

MASP 1 July 1965

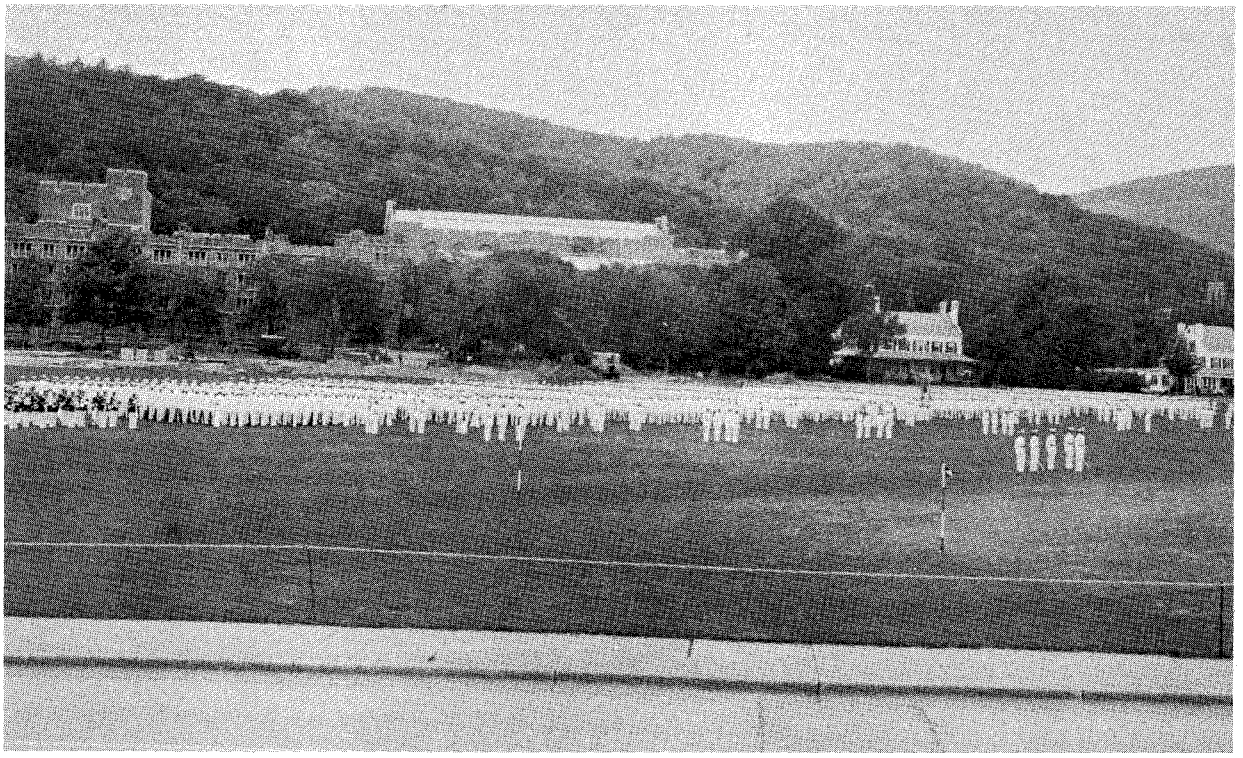
SUBJECT: Annual Report, 1 July 1964 to 30 June 1965

TO: Chief of Staff
Department of the Army
Washington, D. C. 20310

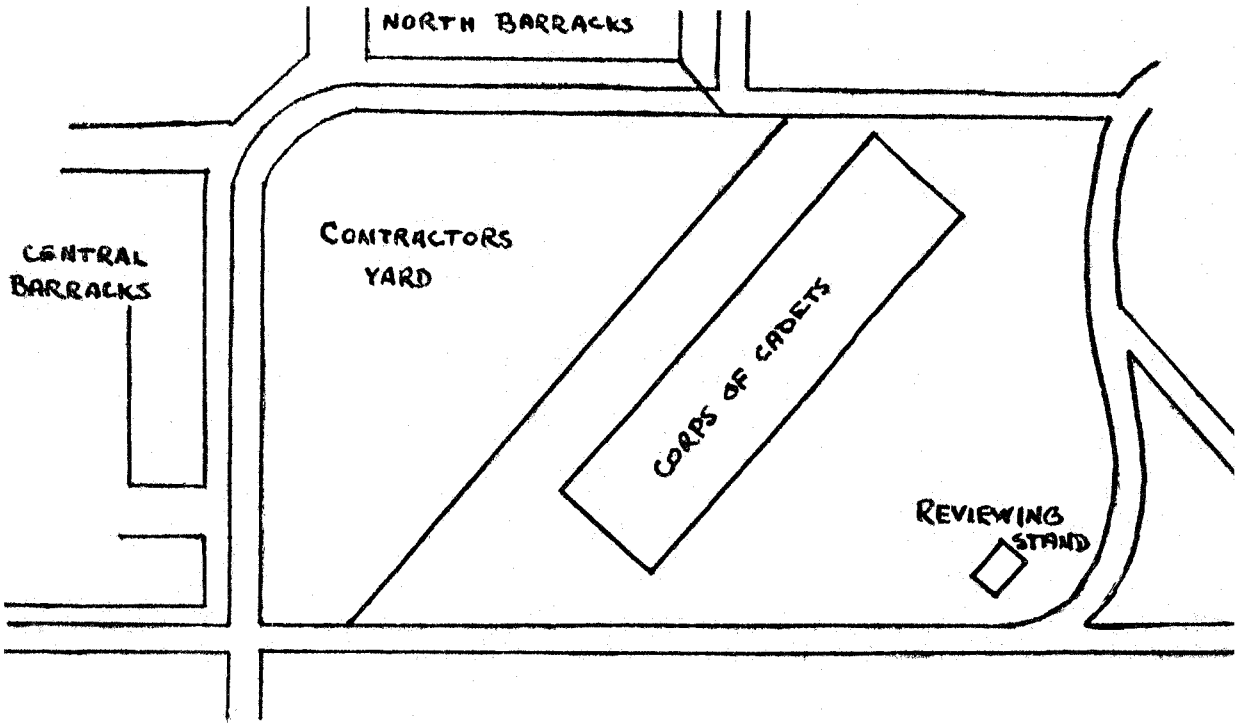
1. This report on the United States Military Academy's 163d year provides a record of the operations, events, programs, changes and accomplishments for that year, the second of my Superintendency.

2. The year marked the beginning of the recently authorized program to expand the Corps of Cadets from 2529 to 4417 members. The first expansion class entered on 1 July 1964 at a strength of 991; it was the largest peacetime class ever to be enrolled. The increase will continue each year with the goal of reaching the new authorized strength by 1972. To keep pace, expansion construction began when we broke ground on 7 June for the new Washington Hall-Barracks Complex. The new Library which is fully capable of servicing the expanded Corps was dedicated on 13 November 1964. Book circulation showed a dramatic increase during the year. The continuing evolution of the academic curriculum was highlighted by a broadening of the elective program so Second Classmen may pursue two electives, and by the decision of the Academic Board to increase the number of electives available from 67 to 92 beginning in September of 1965. Military training continues to be concentrated in the summer months and these summer training programs are continually improved. A summary of the more significant activities is provided in the succeeding paragraphs of this letter, and more detailed information follows in the body of the report.

3. The Commandant of Cadets conducted a study of problems related to the anticipated input of 1170 new cadets on 1 July 1965. This study considered the effect of this large incoming class upon billeting, military training both during the academic year and at Camp Buckner, and the physical training program. These subject areas are significant because the new construction associated with the expansion program will require early



The Corps of Cadets in the New Ceremony Formation



Schematic Diagram of the New Ceremony Formation

demolition of certain barracks spaces, and will necessarily interfere with normal activities.

a. With the projected loss of 81 rooms for the Academic Year 1965-66, most cadets will be billeted three to a room. This situation will be most prevalent among the lower three classes. While undesirable, this expedient has been successfully used in the past in periods of crowding.

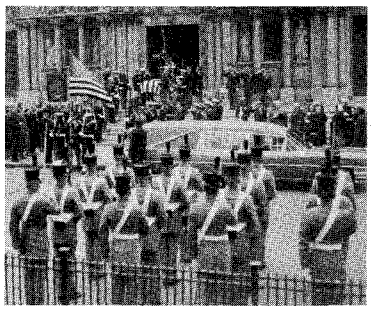
b. When construction began in June 1965, a portion of The Plain had to be released to the contractor for his operations. This area will be held to the minimum, but a reorientation of cadet ceremonies on The Plain will become necessary. Cadet regiments will be oriented toward the northeast with the reviewing stand located on the corner of The Plain. The sketch and picture on the opposite page show this formation.

c. Some restrictions must be imposed on cadet foot traffic. Temporary passageways through the basement of Washington Hall and a new sidewalk across The Plain will provide access to cadet facilities.

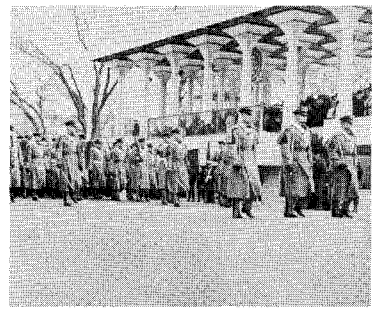
d. The present Army Theater will be converted to primary use as a gymnasium and six new athletic fields will be provided in 1966-67. The Office of Physical Education will then have considerably more adequate facilities for the expanded intramural program.

e. Because of construction, we have had to relocate other facilities. For example, the Protestant Chaplain's Office has been moved from the 19th Division of Cadet Barracks to the balcony of Grant Hall. The 19th Division is one of six divisions of barracks due for early demolition to make way for the expansion of Washington Hall.

4. a. On 23 October 1964, two companies of the Corps of Cadets participated in funeral ceremonies for former President Herbert C. Hoover in New York City and in Washington, D. C.



Funeral Services for
President Herbert Hoover



Inaugural Parade

b. A provisional Regiment from the Corps of Cadets led the first division of the Parade at the Inauguration of President Johnson on 20 January 1965, and the entire Corps of Cadets participated in the Armed Forces Day Parade in New York City on 15 May 1965.

c. At Christmas, 1964, the Plebes were allowed to go on leave for the first time. This somewhat revolutionary step proved entirely successful, and no unfavorable effects of any kind have appeared.

5. The Academy's curriculum is continually under review in an effort to keep it modern and fully adapted to producing graduates who are well prepared to take their places in the Army and to serve as dedicated, informed public servants. The curriculum consists of the Standard Academic Program, the Advanced Studies Program, and a program of Electives. The Class of 1965 is the second class to have completed all four years of this curriculum.

a. The Standard Academic Program is comprised of 173 credit hours, 158 in academic subjects and 15 in tactics and physical education. It is the basic academic course which we require for graduation and the award of a Bachelor of Science degree.

b. The Advanced Studies Program contains more advanced versions of Standard Academic Program courses. Cadets may qualify for this program if they have satisfactorily completed similar courses prior to entering the Academy, or by demonstrating their mastery of the subject in other ways. About one-third of the Corps was enrolled during the academic year in some phase of the Advanced Studies Program; sixty per cent of the graduating class undertook advanced studies at some time during the four years.

c. A program of 67 electives was offered this year in such fields as Nuclear Reactor Theory, International Law, Space Mechanics, Management Engineering, and Latin American Studies; ninety-two electives will be offered next year. Beginning in September 1964, cadets were authorized to select two electives during their Second Class year in addition to the two electives already authorized. This offers every cadet the opportunity for four elective subjects which he can choose based on his own individual interest and aptitude. The time for the two electives in the Second Class year was gained by reducing the requirements in electricity and mechanics in the Standard Academic Program. During Academic Year 1965-66, the cadet may select his electives in three ways: by selection of electives according to his widespread interest; by selection from one of four broad elective areas -- Basic Sciences, Applied Science and Engineering, Language and Literature,

and National Security and Public Affairs; or by selection from one of 20 more narrowly defined elective programs such as Chemistry, Russian or Military Studies.

6. a. The USMA faculty continues to be increasingly well qualified. Of our 361 academic faculty members who are assigned to academic departments, 269 have masters or first professional degrees, 65 have second professional degrees, and 31 have doctorates. At present, 33 members of the faculty are working toward masters degrees, four toward second professional degrees, and 62 toward Ph. D's. Changes in the faculty procurement program and graduate schooling program should soon insure that practically every instructor has an advanced degree. For instance, our well-qualified foreign language instructors have long been spending a year abroad in school preparing to teach but could not obtain advanced degrees in foreign universities. Recent arrangements with Middlebury College will allow these officers to obtain advanced degrees. USMA faculty members conduct a limited amount of research and have published some 146 books and 285 articles. The emphasis at USMA remains on teaching, however, because we are convinced that our academic mission is to provide the best possible undergraduate training.

b. Several changes occurred among the permanent members of the faculty during the academic year. Colonel Gillette retired 31 July 1964 as Head of the Department of Physics and Chemistry. He was succeeded by Colonel Jannarone. Lieutenant Colonel (now Colonel) MacWilliams was confirmed on 9 October 1964 as the Deputy Head of the department. On 5 October 1964, Lieutenant Colonel Willard was appointed Deputy Head of the Department of Foreign Languages. Colonel Alspach retired 28 February 1965 as Head of the Department of English. He was succeeded by Colonel Sutherland. Brigadier General Bessell retired 31 May 1965 as Dean of the Academic Board after 47 years of service as cadet and officer, 24 of those years at West Point. He was succeeded by Brigadier General Jannarone. Lieutenant Colonel Saunders will move to the Department of Physics and Chemistry for the coming year. In 1966, this department will become two departments with Lieutenant Colonel Saunders becoming Head of the Department of Physics and Colonel MacWilliams becoming Head of the Department of Chemistry. This change of organization will bring under the Department of Physics all study in classical and nuclear physics. Colonel Fraser retired on 30 June 1965 as Deputy Head of the Department of Mechanics.

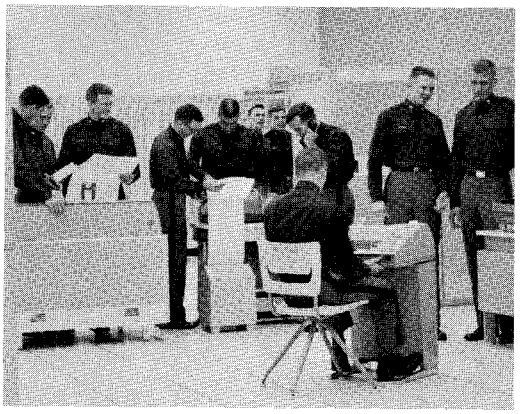
7. The regular program of instruction is supplemented by a number of related activities. These are mentioned below and are covered more broadly in the main body of the report.

a. We have a guest lecture program of considerable variety and range which supplements and reinforces classroom instruction. Nearly 70 prominent individuals lectured at the Academy this year, including those who were part of a special lecture program for the faculty.

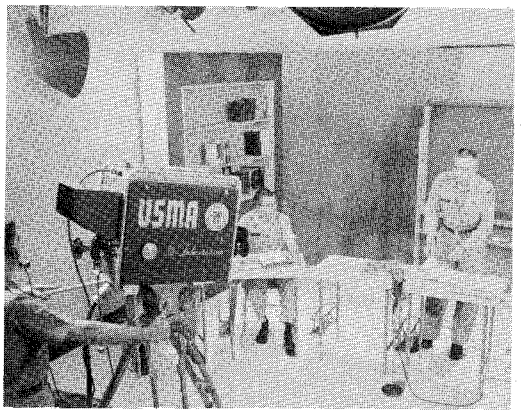
b. Computer courses, library conferences, and audiovisual conferences for the faculty were conducted.

c. We continue to use a number of leading educators as consultants.

d. In May 1965, the Academic Computer Center moved into enlarged space in Thayer Hall which had been temporarily used by the USMA Library. The new facility contains a main computer room and three related classrooms, two of which actually contain computers. The Department of Ordnance Analog Computer Laboratory has been relocated in the same area to facilitate cooperation. We are currently developing a time-sharing system which will permit students to gain access to the digital computers from remote locations such as laboratories and other classrooms. This system will be activated progressively during the coming academic year.



New Academic Computer Center Facility



New Closed Circuit TV Studio

e. Closed-circuit television has been installed in Thayer Hall to support instruction. The system includes a studio, production control room, and master control room which serve 36 classrooms in Thayer Hall. In early FY 1966, 65 additional outlets in Thayer Hall and 85 outlets in Bartlett Hall will be installed.

f. Five cadets presented papers at this year's Eastern Colleges Science Conference -- an annual forum of undergraduate students majoring

in science from colleges located east of the Mississippi River. Cadet research papers have consistently drawn high praise. The Academy was host in April 1965 to the Third Annual National Junior Science and Humanities Symposium, sponsored by the Chief of Research and Development.

g. West Point is host each year to the National Debate Tournament, the unofficial championship meet of U. S. intercollegiate debating. The Student Conference on United States Affairs also is convened annually at West Point. In 1964 these two student activities received from the Freedoms Foundation, the George Washington Honor Medal for outstanding achievement in helping to bring about a better understanding of the American way of life.

8. The academic performance of cadets during the year was impressive.

a. The Class of 1965 achieved the following results on the Graduate Record Examination:

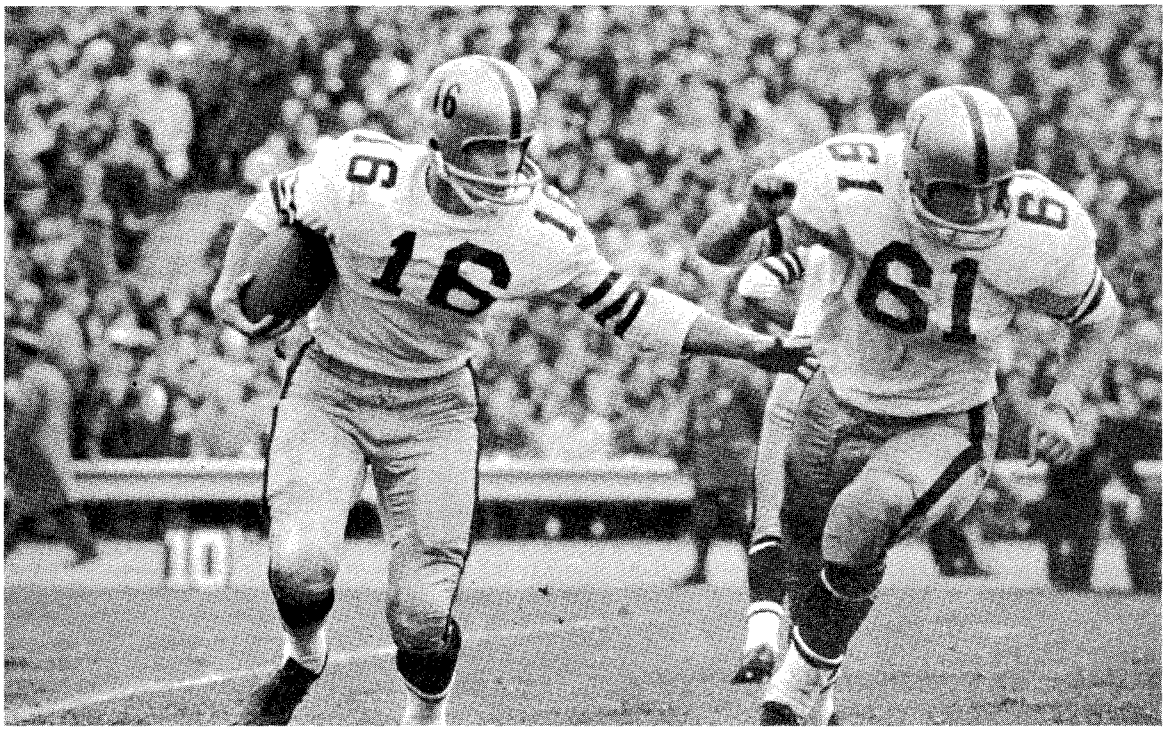
(1) In the verbal section of this aptitude test, covering English grammar and similar areas, our cadets achieved a mean score lying within the top third (69 percentile) of the scores of all senior men taking the test.

(2) In the quantitative, or mathematics, section the class ranked within the top tenth (94 percentile) of all senior men taking the test.

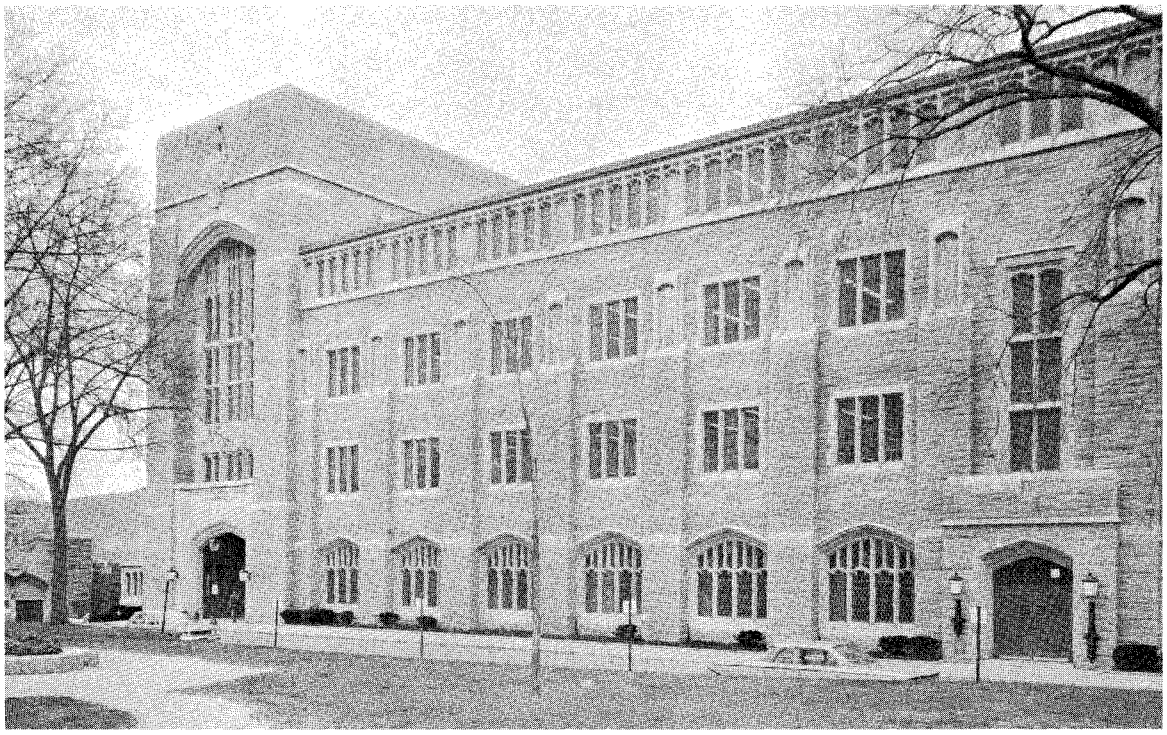
b. Of the 20 First Classmen who competed for National Science Foundation Fellowships this year, two received fellowships -- one in chemical and one in civil engineering. Nine were extended honorable mention recognition in the fields of engineering mechanics, economics, mathematics, nuclear engineering, physics, and in the interdisciplinary study of philosophy, politics and economics.

c. Of the four First Classmen who competed for Atomic Energy Commission Fellowships this year, three won fellowships.

d. In December 1964, two winners of Rhodes Scholarships were announced: Cadet John B. Ritch, III (now lieutenant) of the Class of 1965 and Lieutenant John A. Hottell, III of the Class of 1964. USMA has won 47 Rhodes Scholarships since entering the competition in 1923, ranking fourth in the nation after Harvard, Princeton and Yale.



Cadet Carl R. Stichweh (Nr 16, Quarterback) and Charles Stowers (Nr 61, Guard) head for yardage at the Army-Navy game 1964.
Score: Army 11 - Navy 8



The United States Military Academy Library
Dedicated 13 November 1964

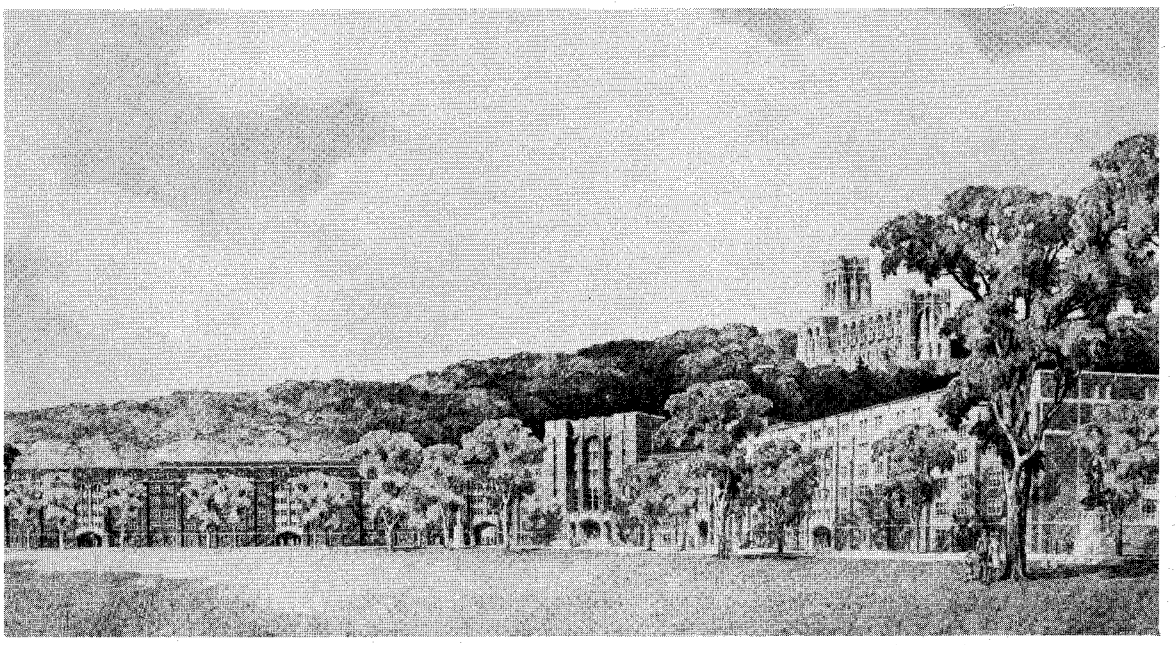
9. This year, for the first time, Distinguished Graduates of the Class of 1965 -- those standing within the top five per cent in overall order of merit -- were guaranteed graduate schooling leading to the masters degree level. Department of the Army has authorized them to do this within their first five years of service at a time of their own choosing. Of the 27 Distinguished Graduates of the Class of 1965 who entered the Army, ten are going directly to graduate school under this program and 15 chose to enter in later years after duty with troops. The remaining two of these Distinguished Graduates won other fellowships, and two of the Atomic Energy Commission Fellowships were won by cadets ranking below the top five per cent. In all, about three per cent of those graduates entering the Army are going on to immediate post graduate work.

10. In major athletic competition, the Academy enjoyed one of its most successful years, winning 76% of the contests. Of 17 contests with Navy, USMA won twelve, tied one and lost four. Other major accomplishments in the field of athletics are as follows: the 150-pound football team ranked as the unbeaten Eastern Intercollegiate Champions for the fifth time in eight years; in squash, we were second in national competitions; our soccer team reached the semi-finals in the NCAA for the second year; in swimming, we were the runner-up in the eastern seaboard competition for the second straight time; in basketball, we were third in the National Invitational Tournament for the second year in a row; our pistol team was undefeated in defending the national championship; and our rifle team won the national championship. Cadets were selected for All-America recognition in football, 150-pound football, basketball, wrestling, swimming, lacrosse, rifle and pistol.

11. Several other developments during the year are of special note:

a. The new Library opened for business at the beginning of the academic year and was formally dedicated during ceremonies conducted on 13 November 1964. The Honorable Cyrus R. Vance, Deputy Secretary of Defense, delivered the dedicatory address. This fine new facility has more than lived up to our expectations during its first year of operation. Library use has dramatically increased. Cadet occupancy of the library as a place for study and research is up approximately 400% compared to the old library. Catalogued book circulation is more than one-third greater than last year's. The seminar and other meeting rooms have proven extremely popular for conferences, cadet extracurricular activities, and ceremonies. The special facilities and staff now available for the administration and safe-keeping of the military historical collections have focused attention on the Library as a national resource in this field and have stimulated interest in the enrichment of these allocations.

Ground Breaking for the Expansion Program, 7 June 1965. Left to right: General of the Army Dwight D. Eisenhower, Cadet First Captain C. Robert Arvin, Major General James B. Lampert (Superintendent), Colonel Lewis S. Sorley (Class of 1891), Brigadier General John C. Dalrymple, Division Engineer, Corps of Engineers.



Drawing of Washington Hall-Barracks Complex

b. Work continued on the partial rehabilitation of Bartlett Hall, the former East Academic Building, with final completion due in January 1966. During the coming fall, the Departments of Electricity, Mechanics, and Physics and Chemistry will progressively reoccupy the renovated portions. Among the improvements are the complete reconstruction of two lecture halls, the compartmenting of electricity laboratories into dual-purpose classroom-laboratory spaces, the construction of a new physics laboratory in the former periodical room of the old library, the construction of a new advanced chemistry laboratory in the sub-basement and the installation of a closed-circuit television system. Offices are being improved. The remodeling will increase by about 20% the number of sections Bartlett Hall can accommodate.

c. Ground breaking ceremonies for the new Washington Hall-Barracks complex, the first new building group in the Expansion Plan, were held during June Week. General Eisenhower, present for the 50th Reunion of his class, participated in this ceremony. At left is shown a view of what the new Washington Hall-Barracks complex will look like when completed. It will provide dining hall capacity to accommodate the expanded Corps of Cadets and considerable new barracks space. As the picture shows, attention has been given to preserving the West Point scene, both in the style of architecture and in the materials used. The new buildings will make much more efficient use of this central real estate than is possible with the older buildings. This concept of providing the needed dining hall and barracks space to accommodate the expanded Corps will insure that the Corps continue to be closely knit group which eats, lives, works and plays together in an area providing easy access to all of the various facilities to each member of the Corps. Completion of this $25,000,000 complex is scheduled for early 1969.

12. The Honor Code is the most cherished possession of the Corps of Cadets. The Code is simple -- a cadet will not lie, cheat, or steal. The application of this code to cadet life, the Honor System, is composed of a mixture of customs and regulations which have evolved over the years. There is continuing close cooperation between the Cadet Honor Committee and Academy officials to insure that the Honor System is properly and fairly applied and when necessary adjusted to eliminate minutiae and to harmonize with changes in regulations and privileges. An annual Honor Review Committee composed of senior officers of the staff and faculty scrutinizes the Honor System and reports to the Superintendent any areas where it is believed that undue or unnecessary strain may exist and changes should be made. Great pains are taken to insure that each cadet is fully indoctrinated

in the meaning of the Honor System. This effort begins before a candidate reports and continues until the cadet is graduated.

13. Our Admissions staff continues to search out and successfully compete for the best talent available. We conduct a comprehensive program of locating and informing outstanding candidates of the scope and quality of the USMA Program, motivating these candidates, and with the help of civic groups and organizations, assisting them in obtaining appointments. Close attention is given to insuring through advance counselling of candidates that they fully understand that the purpose of attendance at the Military Academy is to prepare for a career as an officer of the Regular Army and that great determination, effort and motivation are required to meet the challenges and rigors of cadet life. Perhaps the most important contribution toward this is the practice of bringing groups of secondary school educators to West Point for three-day orientation visits. Over 400 high school counselors and principals visited in 19 separate groups during the year. We count on these educators to spread the word about West Point, not only to the students they advise but to other counselors in their school systems. Their enthusiasm for the program has been most encouraging and, I believe, a great help to the Academy.

14. Religious activities continue their traditionally important role in cadet life. Graduates must understand the significance of religion to the men they command and must have knowledge of religious precepts and practices. At the same time, they should have opportunities to develop their own religious convictions. For these reasons, all cadets are required to attend weekly religious services. Beyond the required participation, there are a number of popular voluntary religious activities. Over 150 cadets are teachers for the 700 post children who are pupils of the West Point Sunday School. During the week several hundred cadets normally attend voluntary morning worship services. Evening religious discussion groups, chapel choirs, and acolyte squads are enthusiastically supported. Voluntary meetings are also provided for many of the denominational groups. The supervision of this comprehensive religious program is vested in a dedicated group of clergymen serving the Corps of Cadets. Since the death of the USMA Chaplain, The Reverend Theodore C. Speers, on 28 September 1964, the Protestant program has been conducted by The Reverend James D. Ford, Acting Chaplain USMA* The Catholic program functions under the Right Reverend Monsignor Joseph P. Moore and Jewish activities come under Rabbi Avraham Soltes, voluntary part time Jewish Chaplain.

*Appointed as Cadet Chaplain on 1 September 1965.

15. Several activities in the field of public relations are of note.

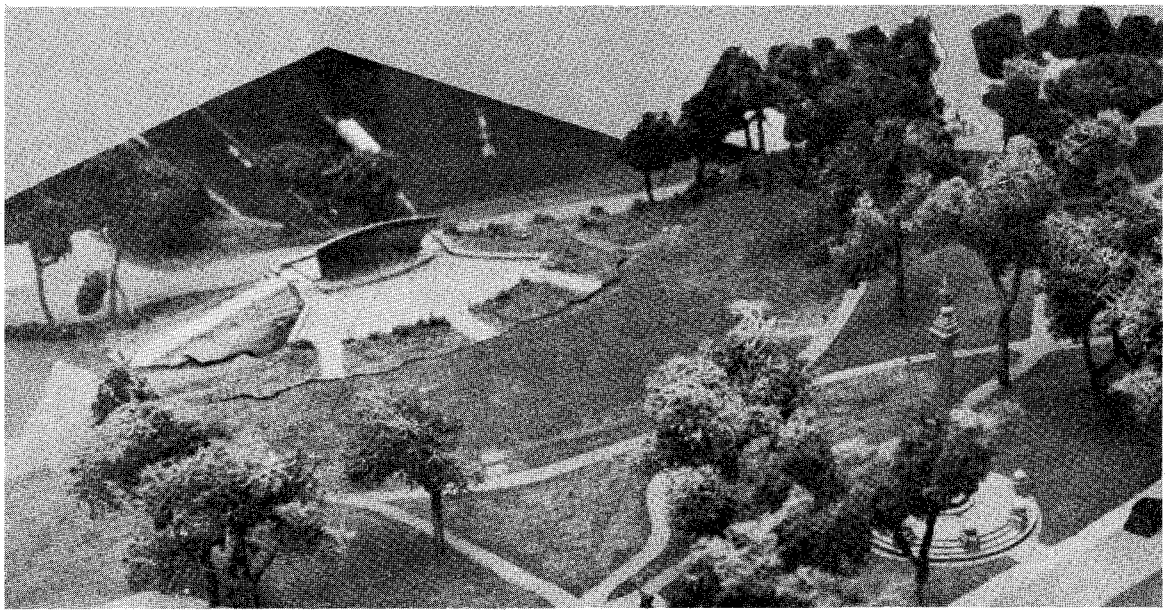
a. "Plebe Parent Weekend", an orientation program for the parents of Fourth Classmen, was conducted during the Spring Leave period, 26 to 29 March, a time when only the Plebes are at West Point. Open houses, briefings and social activities were included. A "bandbox" review conducted exclusively by the Fourth Class proved a highlight. The Plebes are thoroughly indoctrinated on West Point by March and they perform very well as informed guides for their parents and friends. Over 420 Plebes had almost 1500 guests representing all states. We expect that Plebe Parent Weekend will be repeated annually in the future.

b. Over 2,500,000 visitors continue to tour the Academy grounds each year. Facilities at the Visitor's Information Center have been refurbished and improved, as has the system of handling tour busses and visitor traffic. The emphasis is on providing visitors with information upon which to plan a meaningful self-guided tour because personnel for guided tours cannot be made available to such large numbers of visitors.

c. Over 1000 citizens from nearby communities came to the Combined Arms Demonstration which is part of Third Class summer training, and 40 local municipal officials observed training activities at Camp Buckner and lunched with the Third Class. The USMA Band and the Cadet Glee Club made numerous appearances throughout the year. Those in the surrounding area contributed significantly to local community relations. Appearances of the Glee Club in cities as distant as Tampa, Florida and Colorado Springs, Colorado contributed toward fostering the national reputation of the Academy.

d. The Academy and the Superintendent benefit greatly from the counsel of the eight-member Civilian Public Relations Advisory Committee. This group of prominent men from the public relations field who serve without pay has helped greatly with many of our most effective public relations activities over the past ten years.

16. The preservation of West Point history and traditions during the expansion of the Academy is a matter of great concern. One effort in this direction is the decision to preserve intact the 1st Division of the old Central Barracks for use as quarters for the First Captain and his staff, and to preserve certain memorabilia from other areas of barracks. This division contains the room occupied by Pershing and MacArthur during the time when each was First Captain. We plan also to use old objects in the new construction. For example, the unique military bas-reliefs from the exterior of



Overlook to be constructed at Trophy Point

Dr. Conant at the Thayer Award Ceremonies

old North Barracks will go in the interior string course of the new portion of the cadet dining hall. The old Ordnance Compound continues to be very effective as a First Class Club. The traditional use of Trophy Point for appropriate ceremonies and occasions will be furthered by improvement of the natural amphitheater. This will be done through the construction of a granite terrace overlook which will double as a stage, with supporting facilities underneath. A portable accoustical shell will be procured to be erected for concerts. (See picture). Finally, the West Point Museum provides an important and rich treasure house of military and West Point history. The Museum has continued to expand and improve its collections. A great deal of credit for the improvements in the Museum belongs to Frederick P. Todd, who retired as Director on 18 April 1965.

17. This fourth year of the existence of the West Point Superintendent's Fund saw the contributions to the Fund reach over $690,000. During the year, the sum of $250,000 was received from graduates and friends, marking an increase of $125,000 over Academic Year 1963-64. Solicitation of graduates continued, and by the end of June, personal letters had been forwarded by General Lucius D. Clay, Fund Committee Chairman, to all graduates of the Classes of 1959 and earlier. During the fiscal year, the Fund committed $300,000 to finance cadet related projects that would otherwise have gone unsupported. These projects included Benet Hall, renovated through the generosity of Colonel and Mrs. W. F. Rockwell as a lounge for the First Class in the old Ordnance Compound and opened in the fall of 1964; the installation of a new ski tow on the ski slope; and in June, the opening of bids for the construction of the Trophy Point amphitheater. Funds for the amphitheater have been generously provided by Lieutenant General Richard K. Mellon. Even as the Fund increases, however, so also has the list of needed projects grown and the importance and benefits of the Fund become all the more apparent.

18. On 1 May 1965, the Thayer Award was presented to Dr. James B. Conant during special ceremonies held here in honor of the occasion. Dr. Conant was the ninth recipient of this annual award presented by the Association of Graduates to the distinguished United States citizen whose services and accomplishments in the national interest exemplify outstanding devotion to the ideals expressed in the West Point motto, "Duty, Honor, Country".

19. General Earle G. Wheeler, Chairman of the Joint Chiefs of Staff, delivered the commencement address to the 596 members of the Class of 1965. The graduates were commissioned as follows: Army - 518, Air Force - 60, Marine Corps - 6, Navy - 2. Seven graduates were not commissioned for medical reasons.

20. Brigadier General (now Major General) Michael S. Davison completed a distinguished tour as Commandant of Cadets 20 March 1965, moving to the Department of the Army staff. He was succeeded on 15 April 1965 by Brigadier General Richard P. Scott.

21. As previously mentioned, Brigadier General John R. Jannarone became the sixth Dean of the Academic Board on 1 June 1965, after the retirement of Brigadier General William W. Bessell, Jr.

22. During the year, the Academy suffered losses in the passing of men who had contributed of their special talents over many years to the work of West Point. These were: Brigadier General Gerald A. Counts, USA Retired, former Dean and Professor of Physics and Chemistry, on 30 July 1964; The Reverend Theodore C. Speers, USMA Chaplain, on 28 September 1964; Lieutenant General Edwin J. Messinger, former Commandant of Cadets, on 28 January 1965; Brigadier General Vincent J. Esposito, USA Retired, former Professor of Military Art and Engineering, on 10 June 1965, followed by his wife on 22 June 1965; and Brigadier General Boyd W. Bartlett, USA Retired, former Professor of Electricity, on 24 June 1965.

23. Increasing emphasis was placed during the year on raising standards of academic excellence. Several points deserve mention in this regard. The expansion of the curriculum by the more extensive and varied elective courses follows a logical and continuing evolution facilitated by constant curriculum review. This past year the elective programs gave each cadet greater opportunity to study in depth his particular field of interest without sacrificing the benefits of a broad education in the arts and sciences. In addition, the policy of allowing outstanding graduates to have early graduate schooling and the competition for advanced degree fellowships served to challenge cadets to achieve higher degrees of excellence in their studies. The character of the faculty is a key factor in the achievement of academic excellence. We at the Military Academy are convinced that the best instructor for the cadets is a well-qualified military officer who presents an example of military leadership in addition to his qualities as a highly qualified academic instructor. The dual functions of education and motivation implicit within our mission are best served by having highly motivated military leaders in classroom contact with the cadets. The military faculty also provides an annual infusion of officers fresh from graduate study and with recent field experience. These officers are able to relate current military activities to the subject being taught, and they also serve as daily reminders of the dedication, integrity, and sense of duty expected of graduates of the Military Academy. Military training provides sound grounding in individual military skills, leadership, and small unit tactics through challenging and

physically demanding summer training and academic year classes. A broad understanding of the role and organization of the Army and its relationship to the other services is developed through orientation trips and classes. The program gives the graduate a solid and broad foundation of military knowledge based on a good college program upon which he can build his future career.

24. The efforts of our Faculty Product Appraisal Committee are worthy of mention. This committee has been working over the past two years to develop a master plan for the orderly evaluation of the USMA graduate. Among the many possible benefits of such a study would be the development of a Measure of Values which can be used in the admissions process to assist in identifying those candidates most likely to succeed at USMA and continue after graduation to follow a full career in the Army. Efforts are now in progress to obtain proper funding and personnel to carry this vital research program forward.

25. The accompanying report covers more extensively our progress at USMA in the past year. West Point is now in the early stages of one of her most important and critical periods. The expansion program will nearly double the size of the Corps of Cadets by 1972. It will entail new construction costing upwards of $110 million. American colleges are creating and adopting a surge of innovations in education and teaching techniques. We must keep abreast of all these. Of primary importance are the great demands and opportunities confronting the Army today. All of these factors we must recognize and accommodate in performing our mission. The young officer who is our product faces a future of unparalleled challenge, variety, and opportunity. The opportunity given to us serving at West Point is equally great. We recognize and accept it as a high privilege.

J. B. Lampert

J. B. LAMPERT
Major General, USA
Superintendent

ANNUAL REPORT

OF THE

SUPERINTENDENT

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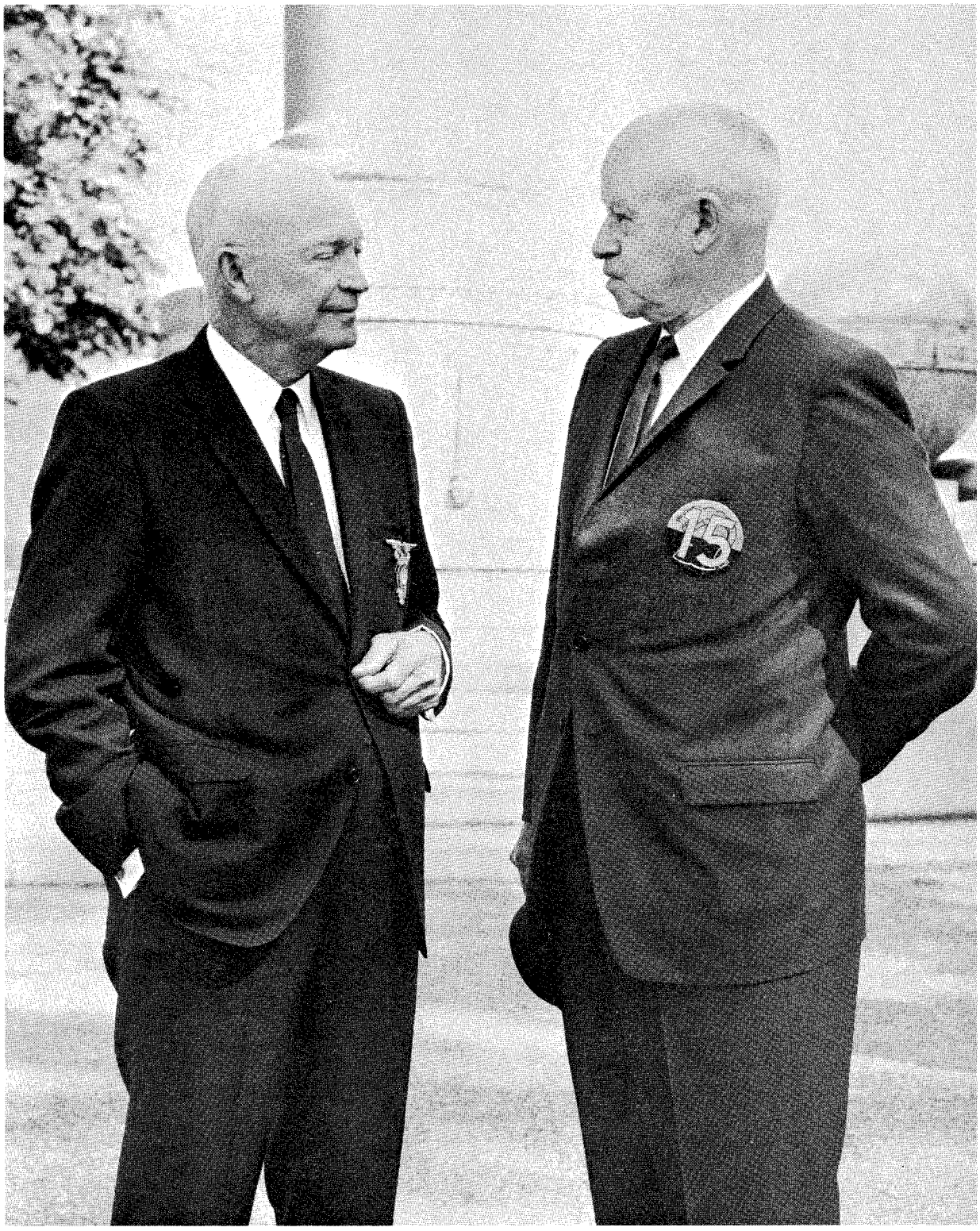


Generals of the Army Eisenhower and Bradley at the 50th Reunion
of the Class of 1915

ANNUAL REPORT OF THE SUPERINTENDENT
1 JULY 1964 TO 30 JUNE 1965

I. INTRODUCTION

This report provides a record of the 163rd year of operation of the United States Military Academy. Detailed information furnished by the various activities of the Academy is presented in the various sections to follow.

II. MISSION AND EDUCATIONAL PHILOSOPHY

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 career as an officer of the Regular Army.

The military training mission derived from the Academy's mission is:

To develop the qualities and attributes of leadership with emphasis on character as exemplified by integrity, morality, discipline, and a strong sense of duty and responsibility;

To provide a broad, basic, military education;

To develop high standards of physical fitness;

To instill the motivation essential to the profession of arms and to provide orientation for a career in the United States Army.

The academic educational mission derived from the Academy's mission is:

To provide each graduate a broad collegiate education consisting of a carefully designed sequence of studies in both the arts and sciences leading to the Bachelor of Science degree and constituting a suitable academic base for graduate study in one of the many fields demanded by the modern Army;

To stimulate intellectual curiosity and challenge individual aptitudes and abilities;

To develop the powers of analysis, logical reasoning, and effectiveness of expression;

To contribute to the achievement of the Academy's objectives of developing integrity, responsibility, and self-confidence.

The educational philosophy of the Academy can be stated as follows:

"The United States Military Academy prepares selected young men for service to their country as professional officers of the United States

Army. Since it is the only institution of higher learning with this specific mission, its philosophy of education is unique. The Military Academy must produce enlightened military leaders of strong moral fiber whose minds are creative, critical, and resourceful. The academic curriculum and military training encourage logical analysis, clear and concise expression of considered views, and independent thought and action along with a readiness, developed within the framework of military discipline, to carry out orders without reservation once a decision has been reached.

"The total curriculum is designed to develop those qualities of character, intellect, and physical competence needed by the officer who is prepared to lead the smallest combat unit or to advise the highest governmental council. The program includes the sciences, the humanities, and military and physical training. It forms a basis both for graduate education and for further professional development.

"In the academic curriculum, standard courses provide the essential core of knowledge of mathematics, science, engineering, the social sciences, and the humanities and an understanding of the application of this knowledge to the solution of problems. Advanced and elective courses afford the opportunity to develop in intellectual capacities and to concentrate in areas of particular interest.

"Military training provides the requisite knowledge of professional fundamentals and doctrine and of the basic military skills. Service in positions of responsibility in the Corps of Cadets and participation in intensive summer training provide the opportunity to apply and test principles and to learn techniques by practice and observation.

"Fitness for military leadership requires physical strength, agility, stamina, and a competitive spirit. These are acquired from a comprehensive course in physical education and from participation in intramural and intercollegiate sports.

"The increasing complexity of the world scene requires constant adaptation by the military profession and by the institutions which prepare its leaders. But while adapting itself to the changing world, the Academy must continue to emphasize the devotion to Duty, Honor, and Country which has traditionally been the hallmark of its graduates."

The Military Academy functions under the provisions of United States statutes pertaining to it and under the regulations set forth by the Secretary of the Army.

III. PROVISIONS FOR REVIEW AND EVALUATION

The Academic Board is responsible for the academic programs and methods of instruction at the Military Academy. Membership of the Board consists of the Superintendent, the Dean, the Commandant of Cadets, the Heads of the Academic Departments, and the Director of Admissions and Registrar, who serves as Secretary. Through the functioning of its committees, the Board is

continually engaged in reviewing and evaluating the Academy's programs. The Board sets standards and procedures for the appointment of candidates and is responsible for the admission, readmission, advancement from class to class; and the graduation of cadets.

The Academic Board reports through the Superintendent to the Department of the Army on appropriate matters relating to the course of studies and methods of instruction.

A number of periodic reviews are conducted by outside agencies to examine and evaluate the operation of the Military Academy. These reviews include those made by:

The United States Military Academy Board of Visitors
The Department of the Army General Staff
The Superintendents of the Academies of the Armed Forces in joint conference
The Middle States Association of Colleges and Secondary Schools
Inspection by the Inspector General of the Army
Inspection by the United States Army Audit Agency

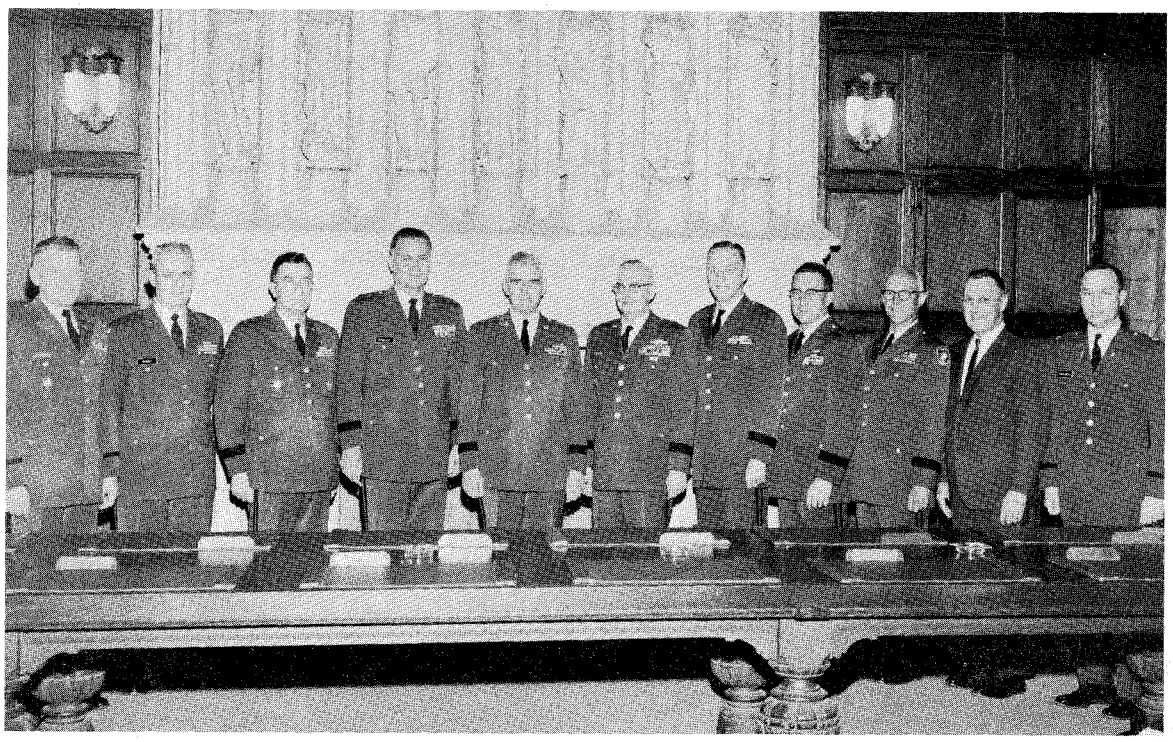
The United States Military Academy Board of Visitors - This Board is constituted annually as required by law to look into all aspects of the Academy's operations. The visit was conducted from 6 to 8 May 1965. A summary of the Board's conclusions and recommendations contained in its report to the President appears in Appendix B. The specified composition of this Board along with the 1965 membership follows:

Specified Composition	1965 Membership
The Chairman of the Committee on Armed Services of the Senate (or his designee).	Senator Sam J. Ervin, Jr., North Carolina, (representing Senator Richard B. Russell)[1].
Three other members of the Senate designated by the Vice President or President pro tempore of the Senate, two of whom* are members of the Committee on Appropriations of the Senate.	Senator E. L. Bartlett*, Alaska.[1] Senator J. Caleb Boggs, Delaware. Senator John O. Pastore*, Rhode Island.[1]
The Chairman of the Committee on Armed Services of the House of Representatives (or his designee).	Honorable Otis G. Pike, New York, (representing the Honorable L. Mendel Rivers).
Four other members of the House of Representatives designated by the Speaker of the House of Representatives, two of whom** are members of the Committee on Appropriations.	Honorable Olin E. Teague, Texas.[1] Honorable William H. Natcher**, Kentucky. Honorable Glenard P. Lipscomb**, California. Honorable Alexander Pirnie, New York.

1. Note: Did not attend meeting of the Board at USMA.

Specified Composition	1965 Membership
Six persons designated by the President.	General J. Lawton Collins, USA Retired, Vice Chairman, Pfizer International, Inc., Washington, D. C. Mr. Joseph A. Beirne, President, Communications Workers of America, Washington, D. C. Mr. Edward B. Hanify, Ropes and Gray, Boston, Massachusetts. Mr. Robert St. Clair Conahay, III, Hackettstown, New Jersey. Dr. Frederick Lawson Hovde, President, Purdue University, Lafayette, Indiana. Major General Leif J. Sverdrup, USAR Retired, Chairman of the Board and Chief Executive Officer, Sverdrup & Parcel Associates, Inc., St. Louis, Missouri.

Annual Visit of the Department of the Army General Staff Team - This team's mission is to review and make recommendations concerning the programs of the Military Academy. Members of this year's team, together with the Superintendent and the Dean, are shown in the picture below. The visit was conducted from 24-26 March 1965.



Left to right: Lt. Colonel McMurray, Brigadier General Penney, Major General Seedlock, Major General Shuler, Major General Lampert, Major General Mildren, Brigadier General Brinker, Brigadier General Ware, Brigadier General Bessell, Mr. Patton, Major Rockwell.

TEAM MEMBERS

Major General Frank T. Mildren (Team Chief)
Deputy Assistant Chief of Staff for Force Development

Major General William R. Shuler
Director of Installations, Office of the Deputy Chief of Staff for Logistics

Major General Robert F. Seedlock
Director, Military Personnel, Office of the Deputy Chief of Staff for Personnel

Brigadier General Keith L. Ware
Deputy Chief of Information

Brigadier General Howard W. Penney
Deputy Chief of Legislative Liaison

Brigadier General Walter E. Brinker
Assistant Director of Operations, Office of the Director of the Army Budget, Office of the Comptroller of the Army

Mr. Howard Patton
Chief, USMA Branch, Office of the Adjutant General

Lieutenant Colonel William H. McMurray
Chief, Precommission Training Section, Training and Authorization Directorate, Office of the Assistant Chief of Staff for Force Development

Major Frederick G. Rockwell, Jr.
Precommission Training Section, Training and Authorization Directorate, Office of the Assistant Chief of Staff for Force Development

The conclusions and recommendations of this team's report to the Chief of Staff of the Army appear in Appendix C. The report was approved on 4 June 1965.

The Superintendents' Conference - The first conference of Service Academy Superintendents was convened at the United States Coast Guard Academy in April of 1958, and, except for 1963, annual meetings have been scheduled since then with one of the Academies acting as host each year.

The Seventh Conference of Service Academy Superintendents was held at Annapolis during the period 13-14 April 1965. Those who attended this conference are shown in the following chart.

ACADEMY OFFICIAL	REPRESENTING			
	USMA	USNA	USAFA	USCGA
Superintendent	Major General James B. Lampert	Rear Admiral Charles S. Minter, Jr	Major General Robert H. Warren	Rear Admiral Willard J. Smith
Dean	Brigadier General William W. Bessell, Jr Colonel John R. Jannarone (Dean Designate)	Dr. A. Bernard Drought	Brigadier General Robert F. McDermott	Captain Stanley L. Smith
Commandant	Colonel Robert M. Tarbox (Acting)	Captain Sheldon H. Kinney	Brigadier General Robert W. Strong, Jr	Captain Austin C. Wagner
Director of Athletics	Colonel Raymond P. Murphy	Captain William S. Busik	Colonel Edmund A. Rafalko	Commander Otto E. Graham
Director of Physical Education	Colonel Frank J. Kobes, Jr	Commander J. S. Donaldson	Lieutenant Colonel John S. Sparks, Jr	
Medical Officer	Colonel John H. Voegtly	Captain Herbert H. Eighmy	Colonel Harry C. Green	
Registrar	Lieutenant Colonel George M. Garman (Acting)	Dr. William S. Shields Professor Edward T. Heise	Lieutenant Colonel Charles C. Anderson	Captain Malcolm J. Williams

General Warren | General Lampert | Admiral Smith | Admiral Minter | Midshipman Bancroft | Captain Kinney

The four Superintendents in general session with the other conferees reviewed progress to date and further needs for achieving more uniform admissions procedures, the public relations aspects of serious incidents, motivation and retention, and expansion plans.

During separate meetings of the Deans, the discussion centered upon curriculum philosophy and governing policies, prescribed courses, electives, and honor programs. The discussion of the philosophies of the Service Academies re-emphasized the uniqueness of the Academies, both as a group within the American educational scene and as individuals within that group. It was noted that the specific missions of the Academies require that different standards and methods be developed by each school in accordance with the needs of its own Service. The systems used at the various Academies as regards electives, validation, majors, minors, areas of concentration and the like were examined and discussed. All agreed to the need for a core curriculum to insure a sound educational foundation. Each Academy has developed additional programs to provide opportunities for some degree of specialization tailored to the interests and aptitudes of the students and the needs of the Services.

The Commandants, who also discussed areas of common interest in separate sessions, covered such subjects as motivation, reduction of attrition, resignation policy, the Fourth Class System, responsibilities and authority of First Classmen, and cadet/midshipman pay.

The Registrars considered in detail each Academy's admissions procedures emphasizing formulae for scoring candidates' qualifications. They hope to develop a uniform application form. The desirability of replacing the Civil Service Designation Examination was discussed; also considered were the effects and adjustments occasioned by the policy change requiring candidates to pay for their College Entrance Board exams.

The Directors of Athletics agreed on a common policy regarding the NCAA-AAU controversy. They also evaluated the possibilities of establishing a standardized physical aptitude examination and discussed methods of increasing athletic contests between USMA-USNA and USAFA.

The next Superintendents' Conference will be held at the United States Air Force Academy during the spring of 1966.

The Middle States Association of Colleges and Secondary Schools is the designated accrediting agency for the Military Academy. This agency surveys each member institution on a ten-year cycle. The Academy is scheduled to be resurveyed in 1969.

Administrative Reviews, Evaluations, and Inspections:

Army Audit Agency:

An installation-wide audit of Academy operations was conducted by the U. S. Army Audit Agency (Boston District) during the period from 3 November 1964 - 5 February 1965. The team's final report indicated that they were favorably impressed with the overall operations of the Academy. Six Statements of Condition and Recommendation, all of minor nature, were submitted to the Superintendent; the command reply pertaining thereto was considered responsive to the audit report and was accepted. One additional Statement of Condition and Recommendation, addressed to the Assistant Chief of Staff for Force Development, concerned the continued assignment of the 50th Engineer Company (Construction) at USMA. An intensive review of this subject was conducted and the need for retaining this element substantiated. The reply of the Assistant Chief of Staff for Force Development to the audit report was considered responsive and was accepted.

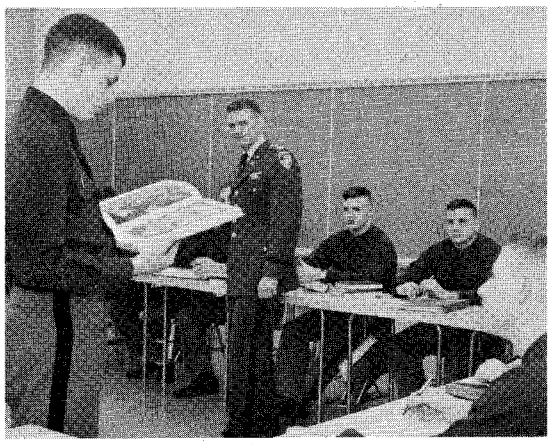
Department of the Army Manpower Utilization Survey:

A Department of the Army team conducted a Manpower Utilization Survey of the Academy in December 1964 and proposed, in recognition of the workload existing as of 30 September 1964, that the USMA personnel authorization be increased by 39 spaces (7 officers, 11 enlisted, and 21 civilians). Department of the Army action resulted in 13 of the 21 civilian spaces being authorized effective in the 4th Quarter of FY 1965 (DA Manpower Authorization Voucher #120, 12 May 1965). Formal authorization of the remaining military and civilian spaces recognized by the survey team is expected later in FY 1966.

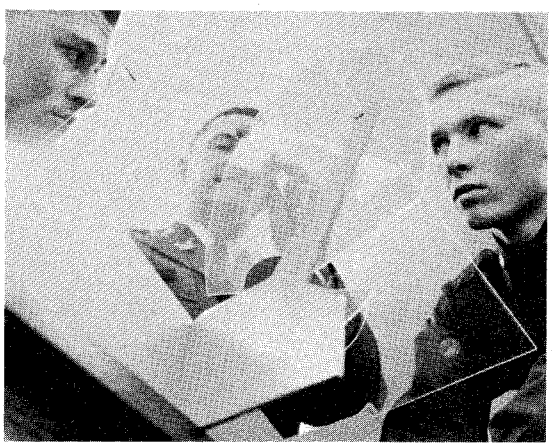
General Accounting Office:

Representatives of the New York District General Accounting Office visited the U. S. Military Academy during the period 12 January - 25 February

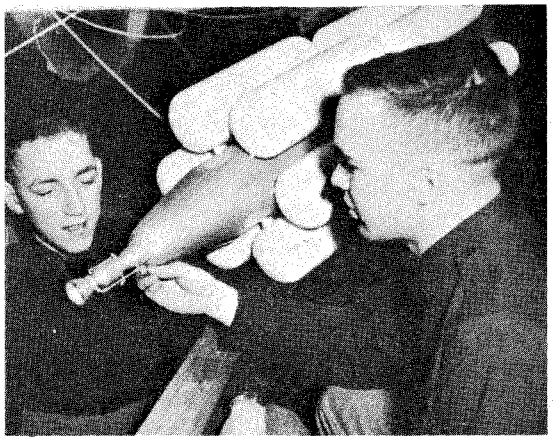
Military Art and Engineering Class
in Structural Analysis



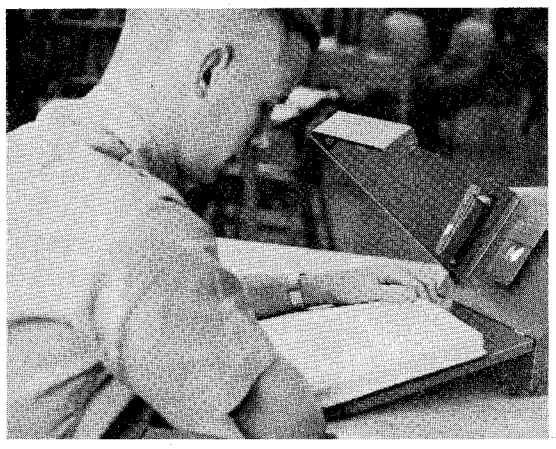
Department of English Literature Class



Department of Mechanics Class on
Space Mechanics



Two Fourth classmen Examine a
Space Craft Model



Cadet using Rapid Reading Training Device

1965 to obtain data requested by their Washington office. Interest focused on cadet attrition, instructor to student ratios, and USMA operating costs. The data provided was extracted from official records of the Military Academy. No conclusions or recommendations resulted from this visit.

IV. ACADEMIC PROGRAMS

The Military Academy curriculum consists of Standard and Advanced Programs. Appendix D summarizes the present curriculum.

The Standard Academic Program, the basic minimum academic course required for graduation and the award of the Bachelor of Science degree, consists of the prescribed Core Curriculum and four electives which every cadet pursues during his last two years. This program is carefully designed to provide the graduate with a sound educational foundation for a career as an officer and for future graduate studies.

The Advanced Studies Program consists of an advanced version of nearly every standard course and is designed to challenge and encourage cadets to work to their maximum ability. A cadet can progress to this program in two ways: he can be validated for a standard course which he has completed at another institution prior to entering the Academy and take in lieu thereof an Advanced Studies Program course, or he can qualify for an advanced or augmented version of a required course, by demonstrating excellence in prior work at the Academy and/or passing qualification tests. Approximately one-third of the cadets were enrolled in the Advanced Studies Program this year and slightly over two-thirds of the cadets completed work in the Program prior to graduation.

The wide variety of elective courses continues to extend to each cadet an opportunity to pursue his own particular aptitudes and interests in greater depth. (A summary of elective courses offered during Academic Year 1964-65 is presented in Appendix E). Sixteen electives were presented during Academic Year 1960-61, the initial year of the Program; sixty-seven electives were presented this year. Ninety-two electives will be available during Academic Year 1965-66.

The course content of these Academic Programs is that which should give the United States Military Academy graduate the foundation of knowledge on which he must progressively build during his career as a military leader. The proportion of engineering-science subjects to social science-humanities is approximately 60-40%, but this proportion will vary for individual cadets in accordance with the electives they choose. The course content is, therefore, a general one which cannot be strictly classified as either engineering or liberal arts, but which takes into account also the need to give an adequate basis for graduate study in a variety of areas.

Again, during Academic Year 1964-65, members of the First and Second Class were authorized to take one additional elective each semester as an overload. This privilege of pursuing elective subjects on an overload basis was extended to the Third Class this past year. Any cadet who found the burden too heavy

was allowed to drop the additional elective. Participation in this program during the two semesters of AY 1964-1965 is summarized below:

	First Semester			Second Semester		
	Started	Completed	%	Started	Completed	%
First Class	90	62	69	45	40	89
Second Class	42	40	94	32	29	91
Third Class	11	10	91	17	16	94
	143	112	88	94	85	91

Comparison of the class order of merit for cadets who have completed additional electives indicates no adverse effect on their overall performance.

Beginning in 1964-65, cadets were authorized to select two electives during their Second Class year in addition to the two electives already authorized. This offers every cadet two more electives, each of which he can choose as subjects of his own individual interest and aptitude. These four electives constitute only 6¼% of the prescribed academic credit hours. The time for two electives during the Second Class year was gained through a reduction in the requirements in electricity and mechanics in the Standard Academic Program. The cadet now may select his elective in three ways: one, selection of electives according to his widespread interests; or two, selection from one of four broad elective areas -- Basic Sciences, Applied Science and Engineering, Language and Literature, and National Security and Public Affairs; or three, selection from one of twenty more narrowly defined elective programs.

ELECTIVE PROGRAMS

Chemistry
Civil Engineering
Economics
Electrical Engineering
Engineering Science
Foreign Language, French
Foreign Language, German
Foreign Language, Portuguese
Foreign Language, Russian
Foreign Language, Spanish
History
International Affairs
Literature
Management
Mathematics
Military Studies
Nuclear Engineering
Physics
Political Science
Weapons Systems Engineering

An analysis of the basis of elective selection by members of the new Second Class indicates that 31.4% selected electives at random (that is, selection was not in one of the areas or defined programs), 6.7% selected from among the four broad areas, and 61.9% selected from the more defined elective programs.

The Academic Board has decided to drop the term, "Programs in Depth", because of the connotation that USMA was offering majors within the curriculum. The Board is of the opinion that the offering of majors at the Military Academy is an approach to early specialization and that specialization for a USMA graduate should occur after graduation in response to the needs of the Army, the civil schools program for officers, the professional military schools, and the officer's own more mature interests.

The number of cadets of all classes validating standard program courses has grown steadily during the four years that the modified curriculum has been offered. Because about one-fourth of all entering cadets have completed one or more semesters of college, or are able to demonstrate proficiency in a subject, a significant number of Fourth Classmen are eligible to enroll in upper-class subjects. When the curriculum study was approved, regulations provided that Fourth Classmen could not attend classes with upperclassmen. Unless a sufficient number of Fourth Classmen could be enrolled in a separate section, it was not possible for them to take a course offered to upperclassmen. Three years' experience with the modified curriculum pointed up the need for removal of this restriction to ensure that all cadets are provided with an academic challenge commensurate with their abilities; therefore, the Military Academy recommended to Department of the Army in November of 1963 that it be removed and this recommendation was approved. Fourth Classmen capable of undertaking advanced work may now be enrolled in upper-class courses and attend with upperclassmen. This procedure allows much more latitude in scheduling each Fourth Classman according to his academic background and abilities. The mixing of cadets in class has had no ill effects on the Fourth Class System.

Some developments in academic courses and instructional techniques during Academic Year 1964-65 have been the following:

Department of Earth, Space and Graphic Sciences:

Graphical Computation was taught as an elective to eleven First and Second Class Cadets during the first term.

The Geography of the USSR was taught as an elective (overload) to two First Classmen during Spring Semester 1965.

The Geography of the USSR was offered as a substitute course to approximately 180 Fourth Classmen in lieu of World Geography.

Environment

The Russian Geography course has been supplemented by the addition of the publication, Readings in Soviet Geography, compiled and edited by Captain R. V. Perkins of the Department of ES&GS. Also, a case study terrain atlas of selected topographic maps of the Soviet Union has been completed for use in the course.

The Astronomy Committee has developed a "Time Device" as a training aid. This device greatly facilitates the instruction on time and longitude. Also a large mechanical simulator is now used in the teaching of Earth-Moon motions.

The Physical Geography Committee has acquired three dimension plastic relief models of selected geological features. In addition the committee has assembled a complete collection of the industrial minerals of the world, and mineral hardness kits have been acquired for classroom use.

Bids are now being received for the commercial printing of a "Terrain Atlas" prepared by Captains Scovel, Chapman, McCormack and Major O'Brien of this department for use during the geomorphology portion of the Physical Geography course; publication is expected by 1 July 1965.

A collection of 35 mm colored slides taken by Captain R. V. Perkins during his tour of the Soviet Union in the summer of 1964 have been assembled.

These slides have now been incorporated into the appropriate sub-courses.

Engineering Fundamentals

The Engineering Fundamentals faculty has enlarged and improved the "county fair" type instruction covering basic mechanical elements and manufacturing operations.

The Advanced Engineering Fundamentals course has added additional depth to the Earth Measurements instruction to include a field mapping exercise and more material on advanced surveying methods.

Department of Electricity:

To make room for the new electives programmed in the Second Class year, the coverage of electronics and communications in the core curriculum was reduced by 25% and the coverage of electromagnetic energy conversion was deleted from the core curriculum. 85% of the Second Class availed themselves of the opportunity to take elective courses with other departments.

Two new elective courses were offered for the first time -- Solid State Electronics, and Advanced Nuclear Physics. The Information Transmission elective was dropped because of low subscription.

The length of periods was reduced from 80 to 75 minutes and all standard course laboratory exercises were omitted due to the renovation of Bartlett Hall.

A gas laser was acquired and instruction concerning lasers was incorporated into the core curriculum course on atomic and nuclear physics.

Department of English:

American Literature of the Nineteenth Century was added as a First Class elective. The course consists of a survey of American literature with emphasis on the works of seven American authors of the 19th Century.

The Department used the programmed text, English 3200, to conduct a required remedial grammar course for designated Fourth Classmen. Evaluation of the results of this program will be continued through AY 1965-66.

Department of Foreign Languages:

The following new courses were instituted during AY 1964-65: Accelerated Fourth Class German; Advanced Fourth Class Russian; Elective Seminar courses in French, German, Portuguese and Spanish.

Department of Mathematics:

Augmentation of the advanced programs in mathematics resulted in an additional benefit. This year for the first time a number of Third Classmen were able to begin the academic year with a record of having already completed all the mathematics required for graduation. For the 26 cadets in this group, the time that would usually be devoted to Third Class mathematics at the Standard Program level (8 semester hours) became available instead for electives. Although free to choose electives in any other subject, all but one of these cadets chose an elective in advanced mathematics for the Fall Semester, and all but three did so for the Spring Semester.

These 26 cadets had earned the above benefit by successfully completing Advanced Program III during their first year. This is the most advanced of four programs conducted by the Department of Mathematics for the Fourth Class. At the bottom level is the Standard Program (23 semester hours), required for the great majority of cadets. Above this, in successively higher levels designed for ascending degrees of preparation and aptitude are Advanced Programs I, II and III. The cadets who complete Advanced Program III earn $10\frac{1}{2}$ hours of validation credit by demonstrated facility in college-level mathematics studied before coming to West Point. Accordingly they are able to complete in $12\frac{1}{2}$ hours of residence work the 23-hour Standard Program. In addition, each completes a $2\frac{1}{2}$ hour advanced elective in Abstract Algebra and Linear Programming during the first year.

The Differential Equations course for the Standard Program was increased by eight lessons to a full 2-hour course by completing the Calculus course at an earlier date and using the extra time for Differential Equations. The Third Class Standard Program now consists of a 3-hour course in Calculus, a 2-hour course in Elementary Differential Equations, and a 3-hour course in Probability Theory and Statistical Inference.

In addition to the previously scheduled Spring electives (Numerical Analysis and Intermediate Differential Equations), a third elective in Advanced Calculus II (Complex Variable) was conducted during the Spring Term. This elective, previously conducted only in the Fall, was repeated for the benefit of Third Classmen who were free to choose electives and chose this subject for the Spring Semester.

Demonstrations were conducted on the solution of differential equations with analog computers (in the Ordnance Department laboratory) for Department of Mathematics faculty and all Third Class cadets.

Five digital computer exercises, integrated throughout the 2-year mathematics program, were required of all cadets as homework problems.

Department of Mechanics:

A new text was adopted for the Statics and Dynamics portions of the Mechanics of Solids course. This text employs vector mathematics and presents a modern approach to the study of rigid body mechanics.

The Mechanics of Materials sub-course was placed on an elective (limited) basis. A total of 320 cadets took the course as a part of the core curriculum. The program was administered such that, in each semester, half of the remaining cadets were not enrolled in any Mechanics of Solids course. This necessitated the conducting of the Statics and Dynamics sub-courses in both the Spring and Fall terms.

Fluid Mechanics and Thermodynamics laboratory exercises are being conducted in two 75 minute blocks. The first block is devoted to the performance of the exercise and the second block to a cadet oral presentation relative to findings and conclusions derived from the exercise.

Extensive use is being made of films and closed-circuit television to augment instruction in Mechanics of Fluids.

Department of Military Art and Engineering:

Extensive revision has again been made in the Steel Design Sub-course in Civil Engineering for 1964-65, placing more emphasis on the theoretical basis for present design methods. The new specifications of the American Institute of Steel Construction have been adopted for use in the course in Civil Engineering.

The use of models to demonstrate the behavior of individual structural members when subjected to various types of forces has been expanded. Photoelastic models which enable the instructor to point out stress concentrations and illustrate the stress-strain relationship have also been used.

Additional depth is being provided in the Honors Course in Civil Engineering. Material on numerical methods for computing shear, moment, and deflection, the conjugate beam method, moment distribution for non-prismatic beams, virtual work applied to indeterminate trusses, matrix methods in structural analysis, the generalized design process, probability theory applied to safety factor analysis and optimization techniques has been expanded.

Expansion of material on Castigliano's Theorem and the method of least work, numerical and approximate methods, computer methods in structural analysis and structural dynamics has continued in the Advanced Structural Analysis elective.

The use of computers in the solution of engineering problems has been expanded in the standard Civil Engineering course, particularly for cadets in the upper sections.

The elective course in History of Revolutionary War was taught for the first time.

Department of Physics and Chemistry:

Advanced General Chemistry with Analysis, a two-semester elective course, was introduced into the curriculum and the one-semester course in Organic Chemistry was deleted.

A one-semester elective course in Quantum Mechanics was introduced into the curriculum.

Department of Social Sciences:

From 24-26 June 1965 a conference on "The Role of the Military in National Security Policy Formulation" was held at West Point under the sponsorship of the Department of Social Sciences. Over forty selected conferees attended representing all of the war colleges, the other service academies, the planning staffs of the military services and the Joint Staff, the Office of the Secretary of Defense, the Department of State, the Bureau of the Budget, the Congress, and several colleges and universities. Principal addresses were given by the Honorable Solis Horwitz, Lieutenant General A. J. Goodpaster, and Dr. Edward L. Katzenbach, Jr. The proceedings of the conference will be published in the fall of 1965.

General:

The Office of the Dean continued supervision of the Great Films Program conducted by the Departments of English and Social Sciences. During the past year, this program of cultural enrichment provided 18 movies of the kind not normally shown in Army theaters and designed to broaden each cadet's education by allowing him to see fine drama at a reasonable cost. Particular emphasis this past year was placed on Shakespeare as the year was the Quadra-Centennial celebration of his birth. Five Shakespearian dramas were shown in the fall. Eleven other films and two special Russian films were shown during the spring.

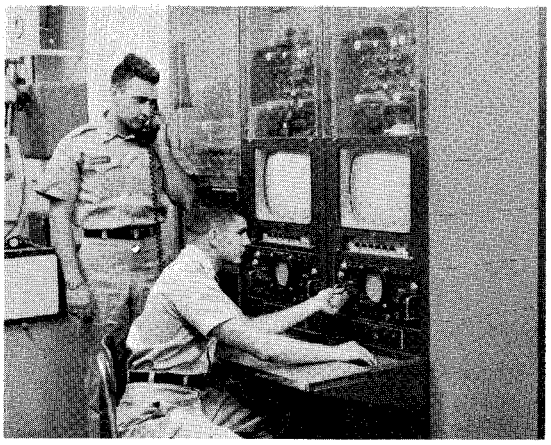
The academic departments, the Library, and the Museum continue the program of installing teaching displays in the hallways of the academic buildings. These displays are coordinated with and emphasize appropriate phases of current classroom instruction. This "between class" teaching is well received by cadets and faculty alike.

Laboratories:

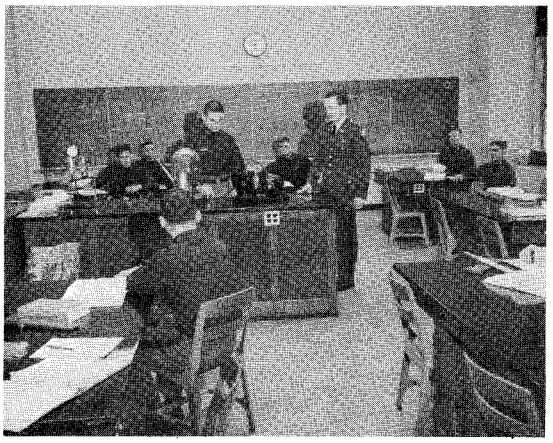
Modern, well-equipped laboratories are utilized to demonstrate scientific principles and to teach research techniques. Cadets plan and execute experiments in support of classroom instruction; selected cadets are encouraged to conduct original laboratory research. The following laboratory facilities were available:

Electricity Laboratories. The laboratories of the Department of Electricity used during this year were as follows:

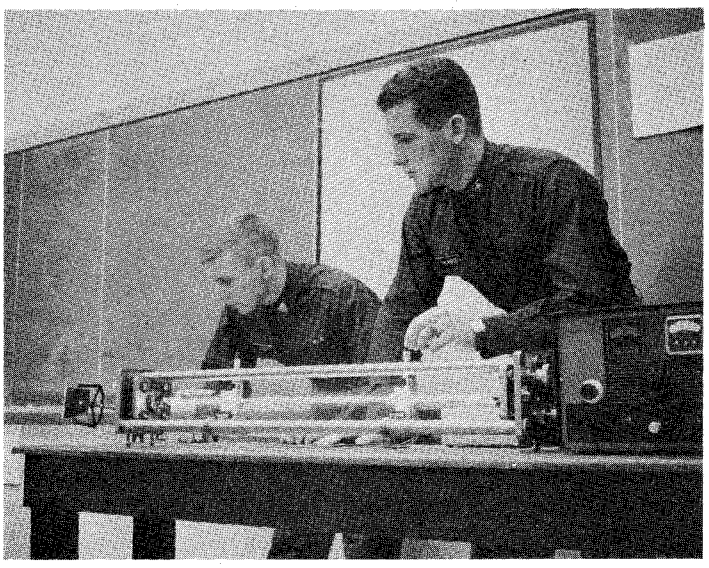
The Radar Laboratory, which contains an AN/TPS 1D Search Radar and a Sperry Marine Radar, and is used in connection with instruction in electronics and communications.



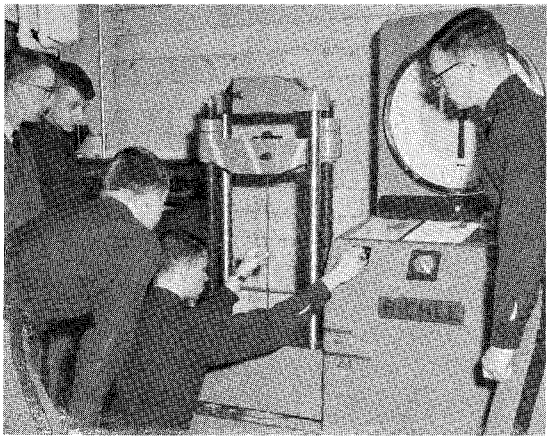
Cadets in Closed Circuit TV Control Room



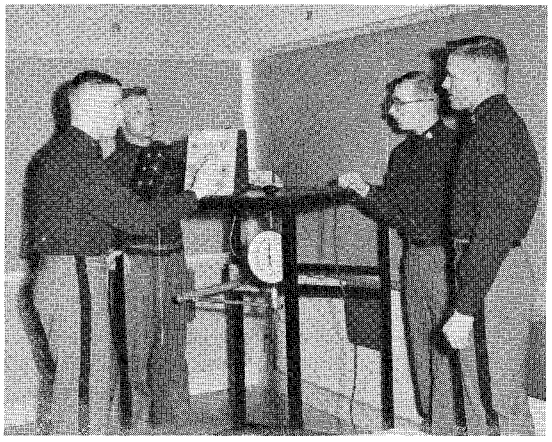
Practical Work in Physics



Cadets use a Laser in Experiment



Testing Strength of Materials



Department of Mechanics Lab Work

The Machinery Laboratories, which contain an assortment of typical electrical machinery.

Foreign Language Laboratory. Each cadet during his first two years spends approximately five hours per semester in the audio laboratory, under the guidance of an instructor, perfecting his aural comprehension and speaking ability. In addition the laboratory continues to be open during off-duty hours for voluntary practice.

Mechanics Laboratories. The laboratories of the Department of Mechanics used during this year were as follows:

Thermodynamics Laboratory. Heat Pump and Vapor Compression Refrigeration laboratory on a York Refrigeration trainer; Gas Turbine laboratory on a Solar Gas Turbine; study of a Modified Rankine Cycle using the Post Power Plant.

Fluid Mechanics Laboratory. Sub-sonic wind tunnel used to compute lift and drag and a varitunnel miniaturized supersonic wind tunnel used to demonstrate the effects of fluid compressibility on aerodynamic shapes; locally constructed water table used to demonstrate supersonic wave patterns by analogy with open channel flow; Centrifugal Pump and Dimensional Analysis laboratory; television presentation of Flow Measuring Devices; Falling Sphere Viscometer and Pipe Friction laboratory with recirculating oil units.

Strength of Materials Laboratory. Specially made fittings for a Universal Testing Machine used to show the effects of end conditions on the buckling loads of columns. A simple, inexpensive apparatus requiring a minimum of space has been devised to demonstrate combined torsional and flexural loading.

Materials Testing Laboratory. This laboratory is used by the Department of Military Art and Engineering for cadet instruction and research in the fields of concrete and soil mechanics. The laboratory is well equipped for all the standard methods of concrete and soil testing. The equipment includes a newly-acquired 400,000 pound Universal Testing Machine.

Ordnance Laboratories.

Free Flight Laboratory. The laboratory is used to confirm theoretical calculations in the interior, exterior, and terminal ballistic coverage in the Ordnance Engineering Course and is being used by cadets in research for their Ordnance Engineering Monographs.

Rocket Test Cells. Solid and liquid rocket engine test cells are available to support the regular propulsion block of instruction and the monograph program.

Land Locomotion Laboratory. The laboratory which consists of a soil bed and powered models is used to confirm the recently developed theory of vehicle-soil dynamic relationships. Research in this area is directed towards improvement of cross-country vehicular mobility. The facility is employed for

soil-vehicle trafficability studies in both the standard Ordnance Engineering course and in the Automotive Engineering elective course.

Analog Computer Laboratory. Analog computers, especially designed for teaching as well as analysis, are used to support ballistics and propulsion instruction and research projects.

Gas Turbine Laboratory. Two Rover Gas Turbine units complete with instrumentation are used to support coverage of gas turbines in the propulsion block of the standard course.

Engineering Materials Laboratory. An X-Ray Diffraction Unit affords modern methods of study of basic materials structure.

Classroom Equipment. A total of twelve small, single cylinder spark and compression ignition (six of each type) engines have been instrumented and used as "classroom" dynamometers for laboratory experiments. These small dynamometers permit increased cadet utilization of automotive equipment with a minimum expenditure of funds.

Chemistry Laboratory.

All advanced and elective chemistry laboratories are now equipped with automatic balances for rapid precision weighing. The physical chemistry laboratory contains equipment for the quantitative measurement of a wide range of physical properties of matter. Among the more specialized pieces of equipment are spectrophotometers for determining the ultraviolet, visible and infrared spectra of materials and a gas chromatograph for the separation and analysis of very small samples. Included in the more general types of equipment in the laboratory are: temperature controlling equipment for the range -40 to 350°C, fine optical instruments, and precision electrical measuring equipment.

Audio-visual aids continue to be used extensively to facilitate classroom instruction. All classrooms are equipped with overhead projectors. Classrooms in Thayer Hall are equipped with magnetic boards and cork boards in addition to the blackboards that are provided in all classrooms. All classrooms of the Department of Earth, Space and Graphic Sciences are equipped with remotely controlled 35mm slide projectors, and Department instruction in geography and astronomy is supported by a collection of more than two thousand carefully catalogued color slides. All lecture halls are equipped with projection booths and screens. The Signal Division maintains a pool of films and film strips with the necessary projection equipment, and public address systems and sound recording equipment are available for use as appropriate. In addition, facilities for the construction of graphical and three-dimension training aids are available.

During the past year, the closed circuit television studio and control rooms were completed and equipment installed. The television facilities were used by the Departments of Mechanics, Ordnance, Tactics, English, and Social Sciences for video tape recording and playing back lectures, laboratory exercises, and major news events, such as election returns. Several live remote

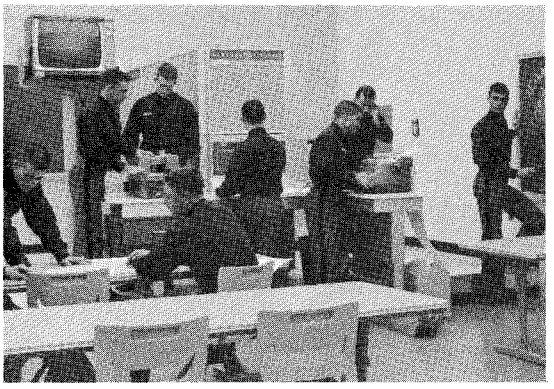
television presentations were produced. One of these was a demonstration on fire arms and ammunition which took place in the Ordnance Free Flight Laboratory. The new facility will allow a greatly increased use of the television system during Academic Year 1965-1966. North and South Auditoriums in Thayer Hall are equipped for large screen projection of closed circuit television. Television receivers are installed in thirty-six classrooms in Thayer Hall. Work in progress will bring the total television-equipped classrooms in Thayer Hall to sixty-three. Bartlett Hall, now under renovation, will have eighty-two rooms equipped with television receivers.

Within the past year USMA has made major progress in using computers as educational tools. This year USMA became one of the first collegiate institutions in which every student had individual, personal experience in programming and operating a computer and in using a computer in a variety of subjects to solve problems.

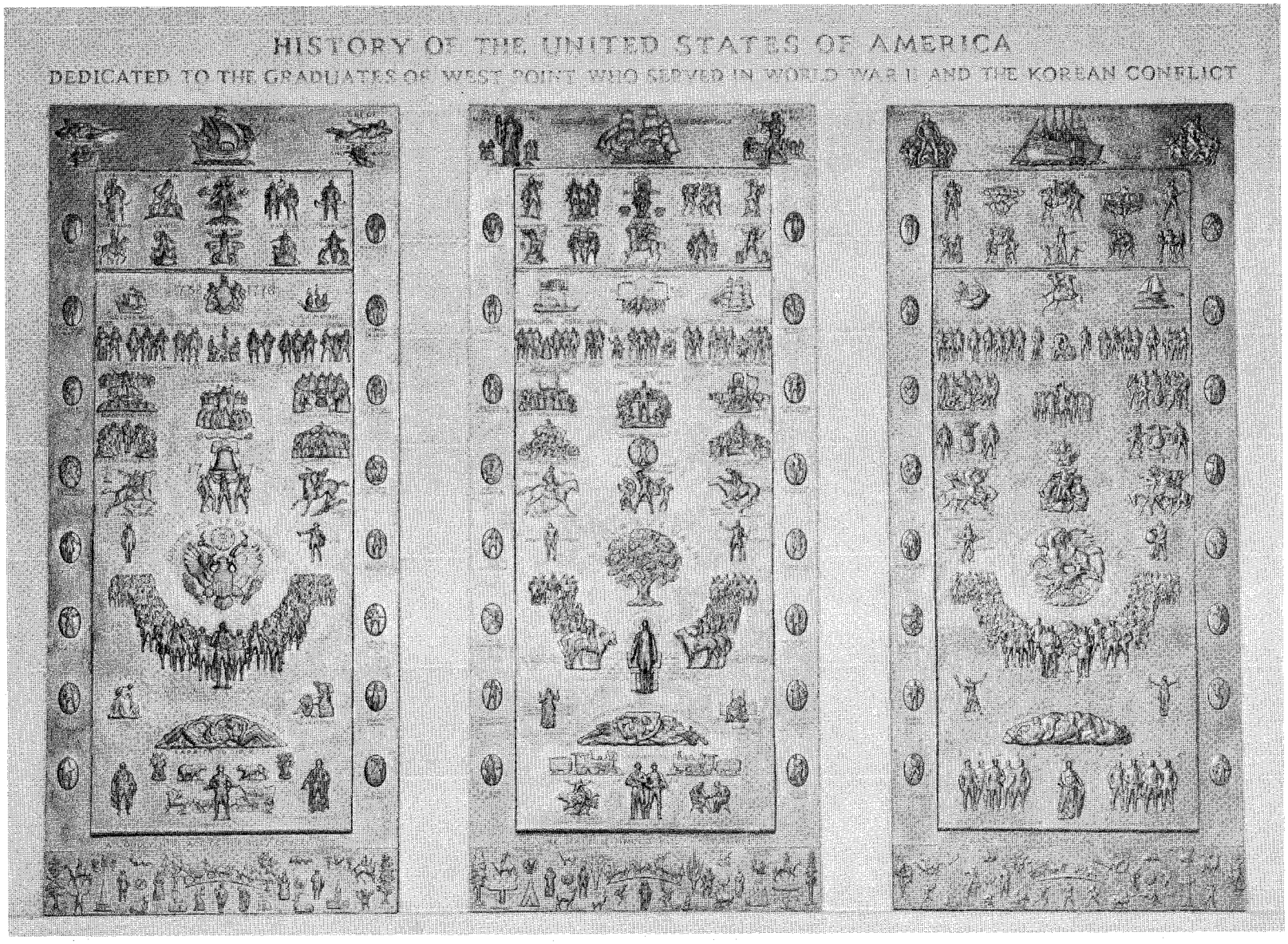
One of the prime objectives of the Computer Center has been to assist the academic departments in developing integrated and progressive series of computer oriented problems, instructional aids and instructional materials. Basic programming instruction and problem-solving begin early in Fourth Class year in Engineering Fundamentals (Dept of ES&GS), followed almost immediately by practical application in Mathematics. Use of the computer as a laboratory data-reduction tool begins in Physics, computer-aided circuit analysis in Electricity, and computer-aided design in Civil Engineering (Dept of MA&E). The two top term papers in Social Sciences this year both reported on computer-aided projects. The National Debate Tournament was computer scheduled, with judge and team assignments being decided by complex rules implemented with a computer.

In addition to normal mission-oriented instruction of cadets and faculty, the Academic Computer Center participated in a number of faculty enrichment activities. During the Spring Semester it presented three different full-semester evening courses in computer science and data processing, plus short courses in Critical Path (a computer-aided management method) and computer-aided Linear Programming (another management aid). In addition a number of short staff and faculty orientation courses were presented. In June, the Academic Computer Center conducted the first seminar of military computer educators. Participation included representatives from 40 Army, Navy, Air Force, Coast Guard, Marine and Merchant Marine schools and activities.

Just prior to the end of the Academic Year, the Academic Computer Center moved from temporary quarters in a modified lecture-room area to a new facility specifically designed for effective academic instruction. Each of its two small satellite computers is now installed in a separate classroom designed for computer-aided instruction, and the prime computer has its own classroom separated from the machine room by a class wall which can be curtained off whenever appropriate. Special provisions have been made for integration of television and computer aids to instruction. The



One classroom of the New Computer Facility



Fraser Historical Panels at the Entrance to the Library

Academic Computer Center has its own sub-system of the main TV system which enables it to operate at night and other times when the main system is not operating. Special provisions have been made for the use of multi-media teaching aids involving integrated slide projection and tape recorders with individual student response units operating under pre-programmed control. The installation of the DATANET-30 processor and random access memory and the development of a monitor-executive routine allows the prime system and the two satellites access to the mass memory concurrently.

The new Library building was dedicated on 13 November 1964. The Honorable Cyrus R. Vance, Deputy Secretary of Defense, delivered the dedication address before a distinguished gathering of representatives from the academic community and the armed services, federal, state and local officials, and cadets and their guests. The new building occupies the site of the old Library and is ideally located between classrooms and barracks. The Library has a book storage capacity for over 500,000 volumes and can provide seating for more than 1,000 people. Additional facilities include a periodical reading room, a government documents repository, a USMA Archives, an audio visual area, a rare book room, a technical services area and numerous general reading rooms.

Class gifts to the Library during the year included:

A geophysical globe - donated by the USMA Class of 1925.
A Seminar Room - endowed by the USMA Class of 1912.
Two paintings of battle scenes - donated by USMA Class of 1920.

Three bronze panels depicting the history of the United States, located in the Library's entrance portico, were dedicated on 7 June 1965. The panels, designed and executed by the sculptress, Laura Gardin Fraser, are dedicated to the West Point Graduates who served in World War II and the Korean conflict. These panels are pictured at the left.

The William Faulkner Room, named in honor of the late distinguished American novelist, was dedicated on 20 April 1965.

During the period covered by this report the Library acquired 13,892 hardbound volumes, 4513 paperbound volumes, 158 rolls of microfilm, and 673 phonograph records and tapes. The Library currently subscribes to 1020 periodicals and 38 domestic and foreign newspapers.

The USMA Archives received and answered approximately 3,110 reference inquiries dealing with the history of the Military Academy, its graduates, ex-cadets and the history of the West Point site. One of the primary missions of our USMA Archives is to make known to graduates, government agencies, researchers and scholars, and to the general public, the rich and unique records that are contained in the Archives. The archival pictorial collections were utilized to the fullest extent for Life Magazine's interesting series on the career of the late General Douglas MacArthur. The Archives has concentrated on making their documentary holdings freely known to prospective users.

Circulation of Library material continued to increase. Items circulated to cadets during the Academic Year 1964-65, including reserve book room

material, totalled 77,319. Total Library circulation, cadets and others totalled 95,869. Assistance to visiting research workers and the preparation of replies to reference correspondence continued to be one of the most important functions of the Readers Services Division of the Library. During the year 743 items were borrowed from other libraries through interlibrary loan. 91 items were loaned to other libraries and institutions. The Library was open 98 hours per week: Monday through Saturday, 0700-2200 hours, and Sunday, 1400-2200 hours.

The Library received a number of greatly appreciated donations of books, manuscripts and other materials. The following gifts of particular interest were received during the year:

Brown Gift. A collection of 25 single and multi-volume titles from the library of General James Miller (1776-1851). These imprints supplement the papers of General Miller which were previously presented to the Library.

Class of 1915 Gift. Biographical, statistical, and documentary history of the class, its members and its activities. Presented by Brig. Gen. Clesen H. Tenny, Chairman of the Class History Committee.

Class of 1950 Gift. Three manuscript lots were purchased with funds contributed by an anonymous member of the Class. One of these is a collection of letters from the Napoleonic Era containing a manuscript by Jerome Bonaparte, grandfather of Jerome Napoleon Bonaparte, Jr., USMA 1852.

Cole Gift. Original 4 page manuscript letter by R. E. Lee to his son, Cadet George Washington Custis Lee, Baltimore, 22 June 1851. Given by Mrs. James A. Cole in memory of Cadet Jerome R. Stuart, USMA 1924.

Corps of Engineers Gift. Presented by Maj. Gen. R. G. MacDonnell, Deputy Chief of Engineers, on the occasion of the dedication of the USMA Library, Polybius' Del modo dell'accampare...printed at Florence in 1552.

Feinstone Gift. Mr. Sol Feinstone presented a General George Washington to General Nathanael Greene letter written at West Point and dated 6 October 1799, and a letter from Thomas Nelson, Jr., of Richmond, Va., to Brigadier General Robert Lawson, dated 2 September 1781. Both letters deal with the prosecution of the war against the British.

Rings. Fifteen USMA Class rings have been received by the Library and placed on permanent display in the USMA Archival Ring Collection.

Cummings Gift. A collection of 300 phonograph records of classical music presented by Mrs. Carl E. Cummings in memory of her husband, who was professional development director, Research and Technical Department of Texaco, Inc.

Miscellaneous.

Class of 1912 Association pieces, including Bradley and Eisenhower letters, in one of several lots given by Colonel Robert T. Snow, USMA 1912.

USMA texts given by Colonel William C. Foote, USMA 1913, Class albums, Howitzers, and allied USCC publications received from various donors.

Civil War materials given by Dr. J. A. C. Gray; Maj. Gen. and Mrs. E. F. Harding, USMA 1909; Captain Irving A. Beauchamp, USMA 1956; Colonel James McCord; Mr. Emory B. Bronte; and Mrs. Charlotte Groom.

As in years past, the Academic Departments have taken advantage of West Point's proximity to a large number of scientific, cultural, and research activities in order to extend classroom teaching by means of educational trips. Again this year, cadets visited Brookhaven Laboratories, the Nevis Cyclotron Laboratory at Columbia University, the Metropolitan Museum of Art, IBM Laboratories, Curtiss-Wright Corporation, Texaco Laboratories, the Consolidated Edison nuclear power plant. In addition, cadets in advanced English courses attended current New York theatrical productions appropriate to the courses. Members of the graduating class visited Aberdeen Proving Ground to become aware of the latest information regarding research, development and evaluation of Army materiel. This Academic Year 30 different educational trips were sponsored and attended by various sized groups of all classes.

Each year cadets participate in the Eastern Colleges Science Conference, a forum for presentation of undergraduate research papers. Danbury State College was the host for the Nineteenth Annual Eastern Colleges Science Conference, 29 April - 1 May 1965. Six First Classmen participated in the 1965 Conference, with three of them presenting the following two papers: "Liquid Vapor Equilibrium in the System Argon-Helium" and "The Debye-Scherrer X-Ray Diffraction Patterns of Selected Rare-Earth Compounds." USMA participation has been welcomed and the quality of the cadet papers has received very favorable comment.

Since 1948 the Academy has administered to each member of the First Class the Graduate Record Examination prepared by the Educational Testing Service. This four-hour test is used by colleges to assist in the selection of students to pursue graduate study. Results achieved by USMA classes on these tests when compared against the mean norms for test groups are creditable.

The following tabulation indicates the performance of the Classes of 1959-1963 in relation to:

All senior men taking the test (1956 norms).
Senior men majoring in the area (1956 norms).

TESTS	MEAN NORMS	MEANS USMA CLASSES				
	1956	1959	1960	1961	1962	1963
NATURAL SCIENCES						
Senior Men	516	574	594	609	575	626
Natural Science Majors	585					
SOCIAL SCIENCES						
Senior Men	505	549	550	540	553	563
Social Science Majors	518					

TESTS	MEAN NORMS 1956	MEANS USMA CLASSES 1959	1960	1961	1962	1963
HUMANITIES						
Senior Men	478	465	495	510	488	506
Humanities Majors	530					

The Classes of 1964 and 1965 did not take the Graduate Record Examination Area Tests, as had previous classes, but took the Graduate Record Examination Aptitude Tests instead. The following tabulation indicates the performance of the Classes of 1964 and 1965 in relation to all senior men taking the test:

	VERBAL		QUANTITATIVE	
	Scaled Score	Percentile	Scaled Score	Percentile
USMA 1964	564	76	671	93
USMA 1965	537	69	679	94

Visiting lecturers are employed to provide further stimulus to the cadets and to capitalize upon the knowledge and experience of the lecturers themselves. During each academic year, the members of the Corps of Cadets have the privilege of hearing and profiting from the experience and expertise of 70 to 80 lecturers. Leading representatives from engineering, science, literature, public affairs, the military profession, and other fields appear on the list of guest lecturers each year. To illustrate the variety and range of this program, included among the nearly 70 prominent individuals who lectured at the Academy this year were: General Creighton W. Abrams, Vice Chief of Staff, U. S. Army; Dr. John H. Heller, Director of New England Institute of Medical Research; Miss Harper Lee, author; Dr. Guido Brunner, 2d Secretary, German Observer to the United Nations; Mr. James E. Webb, Administrator, NASA; Mr. Michael H. Cardozo, Executive Director of American Law Schools; Mr. Jira Tokuyama, Director of Public Affairs, Japan Trade Center; Professor S. P. Huntington, Harvard University; Honorable Joseph Califano, Special Assistant to the Deputy Secretary and Secretary of Defense; Dr. Bernard B. Fall, Political Science Department, Howard University; and, Lady Barbara Ward Jackson, economist and author.

Since 1962 qualified cadets have been permitted to compete for National Science Foundation Fellowships. The record of Fellowship and Honorable Mention winners is notable since all these cadets were competing against civilian students who had majored in the field of testing. The term "honorable mention" means that the judges were of the opinion that the student has the ability to complete a Ph.D. in the field and might have won a Fellowship had more been available.

CLASS	COMPETED	FELLOWSHIPS	HONORABLE MENTION
1962	11	1 Physics	2 Physics 3 Chemistry 5 Mathematics 10

CLASS	COMPETED	FELLOWSHIPS	HONORABLE MENTION
1963	20	1 Nuclear Engr 2 Electrical Engr 1 Physics 1 Economics 5	5 Physics 1 Chemistry 1 Mathematics 1 Civil Engineering 1 Astronautical Engr & Physics 9
1964	32	1 Chemical Engr 1 Civil Engr 1 Economics 1 Mechanical Engr 1 Nuclear Engr 5	1 Applied Mathematics 1 Astronautical Engr 1 Chemistry 4 Civil Engr 2 Economics 1 Engineering 2 Engr Mechanics 1 Engr Science 3 Mathematics 5 Nuclear Engr 2 Physics 23
1965	20	1 Chemical Engr 1 Civil Engr 2	3 Civil Engr 1 Economics 1 Engr Mechanics 2 Mathematics 1 Nuclear Engr 1 Physics 9

The U. S. Atomic Energy Commission has established special fellowships in nuclear science and engineering to encourage promising students to undertake graduate studies in these fields and to strengthen the nuclear programs at universities in the United States. Selection of fellows is based on academic grades, the breadth of science and engineering courses completed, recommendations, work experience, and career objectives. Applicants are required to take a Graduate Record Examination designed to determine scientific aptitude and achievement. In 1964 eight cadets of the First Class competed for these fellowships and all eight were awarded fellowships for graduate study in the nuclear field. In 1965 four cadets competed and three won fellowships.

In December 1964 two winners of Rhodes Scholarships were announced: Cadet John B. Ritch, III (now Lieutenant) of the Class of 1965, and Lieutenant John A. Hottell, III of the Class of 1964. USMA has won 47 Rhodes Scholarships since beginning competition in 1923, ranking fourth in the nation after Harvard, Princeton and Yale.

This year, for the first time, our Distinguished Graduates of the graduating class -- those standing within the top 5% in overall order of merit were guaranteed graduate schooling to the Master's degree level by Department of the Army within their first five years of service at the time of their own choosing. Of the 27 Distinguished Graduates of the Class of 1965 who entered the Army, 10

are going directly on to graduate school under this program, while 15 chose to enter in later years after duty with troops. Because the remaining 2 of these Distinguished Graduates won other Fellowships as well, and 3 Fellowships were won by cadets ranking below the top 5%, a total of 15 members of the 519 members of the Class of 1965 entering the Army are entering graduate school immediately, representing 2.9% of the Class entering on active duty with the Army.

V. THE ACADEMIC FACULTY

The academic faculty consists of officers of the Regular Army, especially selected reserve officers called to active duty for extended periods of service, and Navy (1), Marine Corps (2), and Air Force (7) officers serving in the various academic departments through mutual agreement of the Services, foreign officers (2) and civilian instructors (5) teaching their native languages in the Department of Foreign Languages, and beginning with Academic Year 1965-66, a member of the State Department. The faculty members hold academic rank as professors, associate professors, assistant professors, and instructors, as in civilian institutions. Faculty members have attended some 150 or more civilian institutions of higher learning. Some have attended Oxford under the Rhodes Scholarship Program. Of the 361 academic faculty members, 269 have masters or first professional degrees, 5 have second professional degrees, and 31 have doctorates. (See Appendix G). Of the remaining 56 officers who have only bachelors degrees, 23 are instructors in Foreign Languages who have been required, in lieu of formal graduate study leading to a graduate degree, to spend a year in a country where the language to be taught is spoken. Arrangements recently have been made with Middlebury College to enroll prospective language instructors in two-year courses which will lead to the masters degree. Under this program, one of these two years will also be spent in a foreign country. Other steps have been taken to insure that faculty members arrive at West Point with advanced degrees. For example, instructors of Military Art have not heretofore gained graduate degrees prior to assignment; recently, arrangements have been made with two universities to develop graduate programs suitable for these officers. In addition to this advance preparation at civilian institutions, most departments require newly assigned instructors to pursue carefully planned and locally conducted programs designed to teach classroom procedures, effective use of training aids, alternate methods of presentation, and other techniques of instruction. In some departments the instructor training programs span the first two years of an instructor's work. Furthermore, to foster the cross-fertilization of educational ideas and improve instructor knowledge, selected officers are authorized to pursue special courses at nearby educational institutions during evening and summer sessions. During the summer of 1964 and Academic Year 1964-65, 125 faculty members pursued graduate courses at 29 different academic institutions; 39 were working toward masters degrees, 53 toward doctorates, and the remainder in improving their educational backgrounds for teaching.

The twenty-three professors and the permanent associate professors continue to provide educational experience and continuity within the Academic Departments. The Military Academy is authorized fifteen permanent associate professors selected from those officers who having served a previous tour here have

completed fifteen years service, and have, or are working for, a doctor's degree in their field. As of this year, thirteen permanent associate professors had been selected and appointed.

The policy for selection of the remainder of the faculty remained the same this year as in preceding years. Each individual to be assigned is selected by the Department Head and requested by name. The criteria for selection, although established by each Department, still include educational proficiency, exemplary military bearing, unquestionable character, and consistent records of superior performance of duty. Each individual selected must volunteer; no officer is assigned who does not desire the appointment.

Those officers assigned to the faculty continue to serve at West Point for three years exclusive of the time spent in preparation at civilian colleges or universities. In some cases, one year extensions have been approved for officers whose retention on the faculty for the additional time is considered in the best interests of the service.

While stationed at the Military Academy, faculty members maintain their professional military competence in a variety of ways. Of particular note, selected members of Academic Departments participated in the Summer Training Program where cadets were able to see them as both superior military leaders and qualified academic instructors. This year 25 officers attended 11 different courses at 7 different military installations. Thirteen officers completed the Advanced Atomic Weapons Orientation course given at Sandia Base, New Mexico.

Instructors are encouraged to participate actively in professional societies as do the professors and most other senior faculty members. Study of the professional journals, and participation in meetings, conferences, panels and seminars contribute to maintaining important contacts with civilian educators. Currently, faculty members belong to over 140 academic associations. Appendix H contains a resume of activities engaged in by the permanent professors.

Faculty members continue to add to an impressive list of publications, locally produced texts, and instructional material. This year two PhD dissertations were completed. Brigadier General Alspach published another scholarly work, Yeats and Innisfree.

The following articles were published by professors and permanent associate professors during the year:

Sutherland, Edwin Van V., Colonel	"John Gregory Bourke, U.S.M.A., 1869"	Assembly Fall 64; Winter 65
	"Russell K. Alspach . . Yeats Scholar"	Assembly Winter 65
Saunders, Edward A., Lt Colonel	"Radiation Damage in Germanium"	Physical Review 65

Luebbert, W. F., Lt Colonel	"Port-A-Punch and Mark Sense Programming Input Methods" "Computer Science at West Point"	Communications of the Assn for Computing Machinery Dec 1964 Datamation Feb 1965

In order to "assist each USMA Professor in the optimum performance of his primary mission in the education and training of cadets by affording him opportunities to keep up-to-date and broaden and deepen his professional and cultural background," professors are encouraged to take sabbatical leave and academic absenses. The sabbatical leaves of six months to a year generally occur every seven years.

Those professors who have been on sabbatical leave or extended academic absences sometime during the report period are:

Colonel John D. Billingsley, Professor and Head of the Department of Ordnance, attended a six-week course in Modern Engineering for Engineering Executives at UCLA in the summer of 1964.

Colonel Robert S. Day, Director of Admissions and Registrar, pursued studies in education toward the doctoral degree and worked as the Assistant to the Director of Admissions at Stanford University. He returns to USMA in August 1965.

Lieutenant Colonel Thomas E. Griess, Professor and Deputy Head of the Department of Military Art and Engineering, is pursuing studies in history at Duke University toward the Ph D. He will return to USMA during the summer of 1966.

Colonel Amos A. Jordan, Professor and Deputy Head of the Department of Social Sciences, completed a year of duty in India as Special Advisor to the Ambassador, the Honorable Chester A. Bowles, in the summer of 1964.

Colonel George A. Lincoln, Professor and Head of the Department of Social Sciences, is currently working for the Agency for International Development under the Honorable David Bell. Colonel Lincoln's mission is to determine the efficacy of American aid in developmental programs in Latin America, where he has traveled extensively. He returns to USMA in the fall of 1965.

Colonel Donald G. MacWilliams, Professor and Head of the Department of Physics and Chemistry, is pursuing studies in chemistry at R.P.I. toward the Ph.D. He will return to USMA during the summer of 1966.

Colonel Charles H. Schilling, Professor and Head of the Department of Military Art and Engineering, attended an eight-week Summer Project on Use of Computers in Engineering Design at the University of Michigan during the summer of 1965.

During Academic Year 1964-65, the following faculty changes took place:

Colonel Edward C. Gillette, Jr., Professor and Head of the Department of Physics and Chemistry, retired as a Brigadier General 31 July 1964. Colonel

John R. Jannarone, who had served as Deputy Head of the Department since 1957, became Department Head. Lieutenant Colonel (now Colonel) Donald G. MacWilliams was confirmed as Deputy Head of the Department on 9 October 1964.

Lieutenant Colonel Sumner Willard was confirmed as Professor and Deputy Head of the Department of Foreign Languages on 5 October 1964.

Colonel Russell K. Alspach, Professor and Head of the Department of English, retired 28 February 1965. He was succeeded by Colonel Edwin V. Sutherland, Professor and Deputy Head of the Department since 1961. The selection of a Deputy Head of the Department is underway.

Brigadier General William W. Bessell, Jr., Dean of the Academic Board, retired 31 May 1965, having completed 47 years of service as cadet and officer, 24 of those years at West Point. He was succeeded by Brigadier General Jannarone on 1 June 1965.

In the absence of Colonel MacWilliams, who is studying at R.P.I., Lieutenant Colonel Edward A. Saunders, Professor and formerly Deputy Head of the Department of Electricity, has been moved to the position of Acting Head of the Department of Physics and Chemistry. In 1966, this department will become two departments with Lieutenant Colonel Saunders becoming Head of the Department of Physics and Colonel MacWilliams Head of the Department of Chemistry. This change of organization is desirable in order to bring together under the Department of Physics all study in nuclear physics (some of which was in the Department of Electricity) and to acknowledge the fact that the two disciplines of physics and chemistry were already governed as essentially two departments.

Colonel Harvey R. Fraser, Professor and Deputy Head of the Department of Mechanics, voluntarily retired 30 June 1965 to accept a position as Dean of Engineering at South Dakota School of Mines and Technology. He was advanced to Brigadier General on the retired roles. Selection of a replacement is underway.

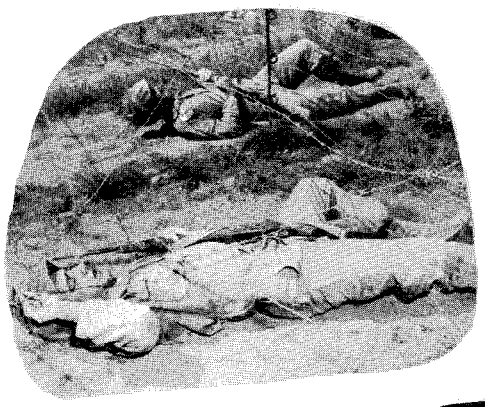
Faculty Lectures during the year included:

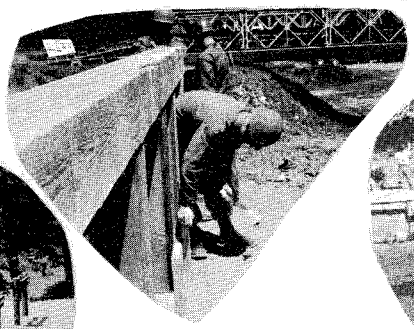
Mr. Joseph Beirne, President, Communication Workers of America, "New Horizons for American Labor."

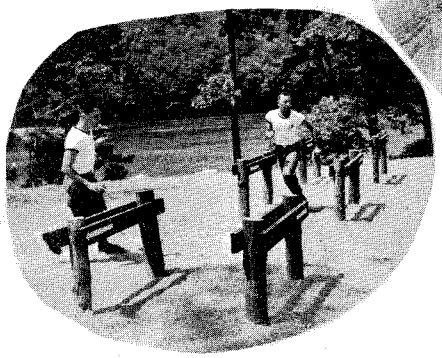
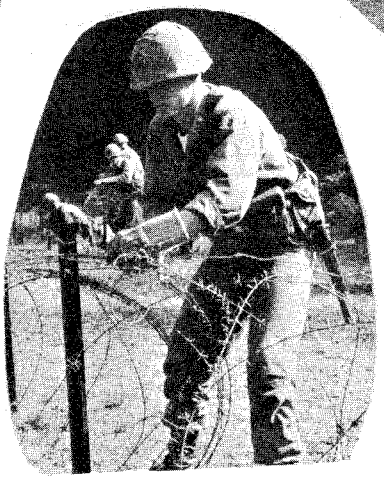
Dr. Robert W. Merry, Professor, Graduate School of Business Administration, Harvard University, "Subjects, Students and Star-Gazing."

VI. MILITARY TRAINING

The military training program is an essential element in the accomplishment of the Academy's mission. The conduct of this part of the overall program is principally a responsibility of the Commandant of Cadets. Concentration of this phase of cadet training in the summer months has resulted in the development of the most rigorous and demanding summer training program ever conducted at the Military Academy.





Summer Training:

New Cadet Barracks

The initial training presented to an entering class upon reporting to West Point is designed to: instill discipline and a high sense of duty and honor in each new cadet, indoctrinate each new cadet in the customs and traditions of West Point and the Armed Forces, train new cadets in basic individual military subjects, and instruct and train each new cadet so that he will be prepared to join the Corps at the start of the academic year. Additionally, New Cadet Barracks provides an opportunity to further the leadership development of First and Second Classmen assigned to the detail. Although modifications to this program have occurred through the years, the basic precepts have remained substantially unaltered.

Third Class Summer Training, Camp Buckner

The cadet spends his second summer at Camp Buckner receiving two months of concentrated advanced individual and small unit training. He is taught the capabilities and limitations of the weapons and equipment, and the tactical employment of the squad and mechanized platoon. Training and orientation on the missions of the infantry and mechanized infantry companies, the artillery battery, and combat branches are emphasized to develop and explain the role of the combined arms team. The cadet also receives a brief orientation and demonstration on the mission of the Transportation Corps and the Special Forces. In addition to teaching basic military skills, the training provides for physical, mental and psychological toughening. This program for the Third Class is executed under the leadership of a detail of First Class cadets.

Of particular interest is the 79 hour RECONDO course (ranger type training) which gives the Third Classmen instruction and practical work in day, night and helicopter-borne patrolling, hand-to-hand combat, mountaineering techniques, survival field expedients and physical confidence tests. All of the training at Camp Buckner is supported by a contingent of selected Regular Army troop units assigned temporarily at West Point during the summer.

A revision of Third Class Summer Training for the summer of 1965 will shift Armor Training to Fort Knox, Kentucky. Each cadet of the Class of 1968 will spend one week at Fort Knox participating in Armor Training. This will provide improved Armor training over that previously conducted in the relatively restricted training areas available at West Point.

First and Second Class Summer Training

During the final two summers, emphasis is placed on providing leadership experience and broadening the cadets' knowledge of the Army and its sister Services. In June trips are scheduled to nearby Service facilities and to the school centers of the combat arms where instruction is provided on the latest materiel, tactics and doctrine.

Training for the Second Class during June includes a two-day visit at the U.S. Army Signal Center, Fort Monmouth, New Jersey, where instruction is given in combat communications and battlefield surveillance techniques,

equipment, and developments. Trips are also made to local Air Defense and Naval installations. The Second Class June Encampment instruction includes advanced map reading, methods of instruction, and physical education. In addition, increased emphasis was placed on weapons firing for the Second Class with the cadets themselves assisting on the ranges as part of their practice in Methods of Instruction. The 1964 Summer Training Program for Second Classmen was substantially revised to provide more complete orientation on the U. S. Navy and U. S. Air Force during June. Cadets spent three days with the U. S. Navy at Newport and Quonset Point, Rhode Island, and New London, Connecticut, where they received orientations on the Navy's role in surface, air and subsurface operations. A three-day visit was conducted at Cape Kennedy and Eglin Air Force Base, Florida. This orientation covered roles and capabilities of the Tactical Air Command (TAC), Strategic Air Command (SAC), Air Defense (AD), and new developments of the U. S. Air Force.

During the summer of 1964, First Classmen visited the Infantry Center (two and one-half days orientation), the Artillery and Guided Missile Center (two-day orientation), the Air Defense Center (two and one-half day orientation) the Armor Center (two and one-half day orientation), and the Engineer Center (two-day orientation).

Cadets continue to gain leadership experience during their final two summers both within the Corps and with Regular Army combat units. During one of these summers the cadet has a position of leadership in either New Cadet Barracks or at Camp Buckner. In this assignment, he assists in the training of the New Cadets or the Third Classmen. At this early stage he experiences the responsibilities and satisfactions inherently involved in the leadership of others.

During either his Second Class or First Class summer, depending on his availability, each cadet participates in the Army Orientation Training (AOT) Program. Under this program, he serves as a platoon leader in a Regular Army unit in one of the combat arms -- Infantry, Artillery, Armor, Engineers, or Signal Corps. In effect, he is given the advantage of a foretaste of the commissioned officer's life and work while still a cadet. This enables him to apply his earlier experience gained as a cadet leader and his academic leadership instruction to actual situations. He savors in practice the difficulties and peculiar rewards of leading the American soldier in garrison and in the field. The Army Orientation Training Program has made a definite contribution in developing professional career motivation.

Additional Training for Fourth Classmen

An intensive training program for Fourth Classmen was conducted during June Week 1965. Under this plan, the entire class was billeted at Camp Buckner during June Week and returned to West Point only for ceremonies and Army-Navy athletic contests. This program was very profitable in preparing the cadets of the Class of 1968 for their Camp Buckner training to follow in July and August.

Foreign Exchange Program

The Foreign Military Academy Exchange Program conducted during the summer of 1965 added an exchange with the Royal Military Academy at Sandhurst. The

exchange visits conducted last year with the German Military Academy (Heeresoffizierschule) and the Mexican Military Academy (Heroico Colegio Militar) were again carried out. Four members of the Class of 1966 visited each of the Academies.

Military Training During the Academic Year

Military instruction during the academic year is conducted to give the cadet a thorough appreciation of the fundamentals of Military Science and to instill pride in his heritage. This is accomplished through courses in the History of the U. S. Army and of the U. S. Armed Forces, and instruction in the fundamentals of Military Science. The Military Science instruction consists of a progressive series of courses spread over the four academic years designed to familiarize the cadet with the military establishment and with basic tactical principles.

Forty-four selected members of the First Class were used this year as instructors for the Fourth Class Military Fundamentals Tactics course. Not only did this enhance the position of the First Class in the eyes of the Fourth Classmen, but it also increased the knowledge of the cadet instructors on the basic subjects taught as well as furthering their instructional ability.

Extensive use of guest lecturers was made during the past academic year in various military courses. Lecturers from Headquarters Supreme Allied Commander Atlantic, Department of the Army, Department of the Navy, and the Special Warfare Center; together with Colonel Younger, British Army; Colonel Frequelin, French Army; Colonel Valeriano, Phillipine Army Retired; and Dr. Bernard Fall contributed depth and interest to the Program of Military Instruction.

The tactics seminar conducted for only 32 First Classmen last year was expanded to include 128 First Classmen. As earlier, the purpose of that seminar was to investigate recent counterinsurgency operations and deduce certain tactical principles which brought success or would have brought success if they had been applied properly; and secondly, to examine the local circumstances that caused the adoption of particular tactics in a given area. The cadets developed their thoughts and ideas in committee meetings and presented their conclusions orally in a session open to all cadets and officers of the post. The seminar method of instruction has proven to be an effective method of studying Tactics.

An annual series of proficiency examinations in military knowledge for each upperclass cadet was instituted. The examinations serve as a gauge for evaluating the effectiveness of the Program of Military Instruction by pointing out areas that require increased or decreased emphasis, re-evaluation, or revision. The test also provides each cadet a means of evaluating his understanding of the military training and instruction he has received against a known standard and against other members of his class.

Military Psychology and Leadership

The Office of Military Psychology and Leadership continues to contribute to the accomplishment of the mission of the Department of Tactics by providing instruction and practice in support of the Leadership Development Program. In

addition to conducting instruction in Psychology and Military Leadership, this office is responsible for both standard and elective courses in the behavioral sciences, Methods of Instruction training, and research related to the Cadet Aptitude System.

A standard course in General Psychology continues to be presented to the Third Class in the spring semester. During Academic Year 1964-65, this course was refined based on the previous year's course evaluation. The material on physiological psychology was reduced by four classroom hours and the time gained was used for additional coverage of more critical material to include more experiments and demonstrations.

A standard course entitled Military Leadership continues to be presented to First Classmen during the fall semester. The previous two volume series textbook used in this course was completely revised and incorporated into one book. Also an extensive literature survey was made for the selection of appropriate articles for the supplementary text, Readings in Leadership. Both of the above texts are issued to all First Classmen at the beginning of the Military Leadership course.

A Leadership Case Book has been published. It consists of factual leadership cases reflecting current situations in the many environments in which the Army serves. Future expansion of the case book will increase the number of situations dealing with counterinsurgency and small unit advisor problems.

An exploratory study is in progress to compare the conference and free discussion methods of teaching Military Leadership. The Purdue Rating Scale for instruction was administered to a small sample of students upon completion of a specific instructional phase. A rough comparison of the two methods of teaching can be made. This study may serve as a basis for a more sophisticated study with more adequate controls and measurement of variables.

Doctors Lange and Jacobs of the Human Relations Research Office reviewed the scientific basis and pedagogical method of the Military Leadership course during 1964. The lead paragraph in that report was:

"It should be noted initially that the course as a whole is excellent ..., I would judge that there probably is no better course in leadership taught in the Army."

Other pedagogical techniques to be implemented this year in MP&L instruction are: "T" Groups, closed circuit TV, Programmed Instruction, assignment of locally applied behavioral research projects, and an expansion of the very successful seminar program in the Military Leadership Course.

During Academic Year 1964-65, visual aids used to support each class were refined and reproduced. A class on the course review was Video-taped. The purpose of this exercise was to test the effectiveness of a "candid" presentation. The tape was considered successful and was used by cadets in studying for the term-end examination. Valuable information was gained on the use of visual aids on TV and other techniques that will enhance TV presentation. This tape showed that TV classes do not have to be conducted on a "production" basis

requiring elaborate rehearsals. A second video tape was made of cadets from the first section presenting a "course review." Cadets gave a presentation of approximately five minutes on selected topics.

Computer graded objective Written Partial Reviews were used for the first time. The computer program was designed to provide information necessary to evaluate examinations and includes an item analysis which helps in refining the questions. Scores for essay questions can be added to the answer cards so that the program can handle combination objective and essay tests.

The Psychology course was evaluated by using a combination of Remmer's Purdue Rating Scale, a Free Response Questionnaire and a daily journal as the course progressed. This comprehensive method of evaluation provides a more objective base for next year's course revision. One technique used to assist in next year's course preparation was the concurrent revision of lesson plans as the course was being presented. Ideas and comments on revision were made at instructor seminars following each lesson.

Guest lecturers during the year are listed in Appendix F.

Seminar Moderators during the year were:

Major General E. B. Sebree (USA Retired), U.S. Army Leadership Human Research Unit, U.S. CONARC, Presidio of Monterey, California, "Leadership Styles", 30 September and 1 October 1964.

Colonel Edward T. Peeples, Office of the Comptroller of the Army, "Military Management", 4 and 5 November 1964.

Mr. John J. McCarthy, Personnel Consultant, General Electric, New York, New York, "Personnel Management", 15 and 16 December 1964.

Brigadier General S. L. A. Marshall (USAR), Syndicated Columnist, Washington Post, Los Angeles Times, "Military Leadership", 15 and 16 January 1965.

Dr. Charles F. Darby, Florida Atlantic University, (A new experimental college under the Florida State System), "New Developments in Educational Technology", 6 and 7 April 1965.

Dr. George K. Bennett, President, Psychological Corporation, New York, New York, "Managerial Psychology", 5 May 1965.

Major Carl H. Lauterbach, USMA Medical Research Unit, United States Army Hospital, West Point, New York, "Mental Health and Testing Techniques", 10 and 11 May 1965.

A re-editing of the Military Leadership Textbooks and other course materials for the Fall Semester has been completed. Student projects and research requirements have been up-dated and will require a greater depth of analysis on the part of the cadet. The seminar program is to be expanded and a series of informal discussions with senior officers are to be instituted.

A new elective, "American Military Institutions and Manpower," is to be introduced in second term, Academic Year 1965-66. This will be an advance course in Sociology. Methods and materials developed in the sociological study of military organization will be used. The unique features of American military organization are established from a sociological perspective and relationship of the military to the larger society is emphasized.

Lieutenant Colonel Harry A. Buckley, Infantry, was appointed Permanent Associate Professor, Military Psychology and Leadership, on 1 November 1964.

Honor Code and System

The recommendations of the Cadet Honor Committee, adopted in 1963, have proved to be valid in the administration of the Honor System. In no way have the basic tenets of the Code changed. The Honor Code has never outgrown its original and simple meaning -- that a cadet does not lie, cheat, or steal. The Code requires complete integrity in both word and deed of all members of the Corps and permits no deviation from these standards. The most significant aspect of the Code is the voluntary acceptance of it by the cadets. It belongs to the Corps and is enforced by the Corps. Toleration of a violation is an offense against the Code equally as great as the overt act of lying, cheating, or stealing. Thus, each cadet individually is a custodian of the Code.

The Honor System, which is the means by which the Code is applied, is kept under scrutiny by the Honor Committee which is charged with guarding against the birth of practices inconsistent with the Honor Code. The System is also monitored closely by the Deputy Commandant of Cadets who functions as permanent advisor to the Cadet Honor Committee. His position enables him to observe the operation of the System, conduct frequent discussions with the Chairman of the Honor Committee, provide guidance to the Committee, and insure that problems are adequately aired and proposed refinements to the System are carefully considered.

A particular effort is made to relate the Honor Code to the basic values of the military society. Its ultimate purpose, in fact, is to contribute to the development in each cadet of the attributes of integrity and character essential to an officer of the Regular Army. As a result, an attempt is made to create for the cadet -- in his academic activities, in his day to day relationships with his fellow cadets and those in authority, and in his performance of military duties -- an atmosphere in which the practice and further development of high moral and ethical standards is inherent.

That the Code is not an end in itself is recognized by the majority of cadets. Through their representatives on the Cadet Honor Committee, they resist efforts to draw lines between what is honorable and what is dishonorable within the spirit of the Code.

Although the Code is held in high regard at the USMA and there is confidence in the System as it now exists, it is not suggested that the latter is static. Evoluntionary changes in the administration of the System, but not in the Code itself, may be expected in the future just as they have occurred in the past as the need arises to keep the System practical and realistic in its

application to cadet life. To this end the Honor System is subjected to continuing and periodic review and it receives equal, if indeed not more, command attention than any other aspect of cadet activity.

Corps of Cadets

As part of a phased plan, the Corps of Cadets will be reorganized on 1 July into four regiments. The entire plan is shown below:

USMA EXPANSION - CORPS STRENGTH AND ORGANIZATION

Academic Year	1964 - 1965	1965 - 1966	1966 - 1967	1967 - 1968	1968 - 1969	1969 - 1970	1970 - 1971	1971 - 1972	1972 - 1973
Estimated Corps Strength as of 1 Sept	2947	3043	3137	3230	3533	3680	3980	4239	4280

CORPS ORGANIZATION

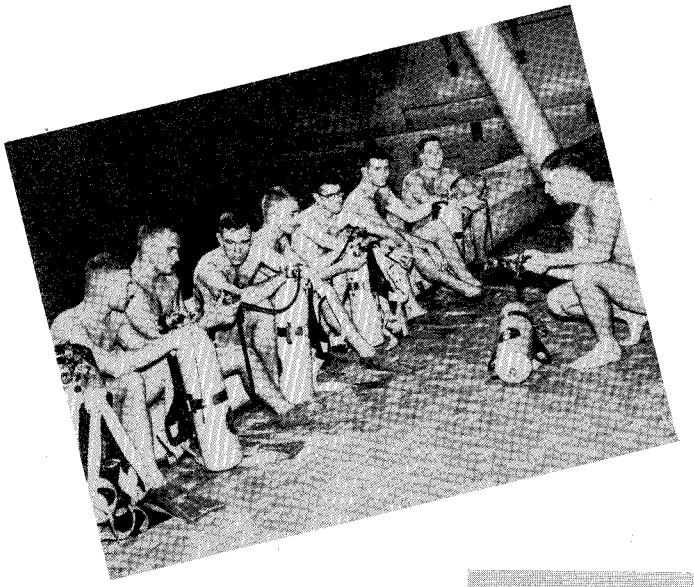
Regiments	2	4	4	4	4	4	4	4	4
Battalions	6	8	8	8	8	12	12	12	12
Companies	24	24	24	32	32	36	36	36	36
Company Strength	113	122	126	97	107	99	107	114	115

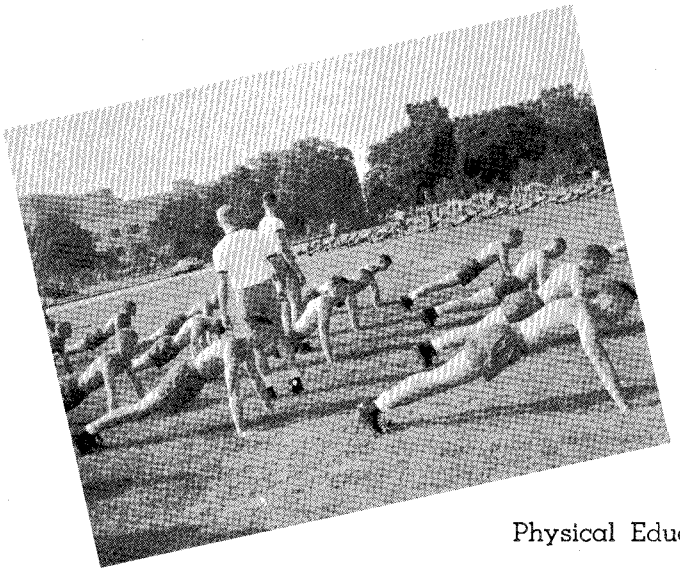
The initial strength of the Class of 1968 (991 New Cadets on 1 July 1964) necessitated a change in the organization of the New Cadet Battalion. Previously, the New Cadet Battalion was comprised of six companies. In order to maintain an acceptable rate of ten New Cadets to one Detail Squad Leader, the number of New Cadet Companies in the Battalion was increased to eight.

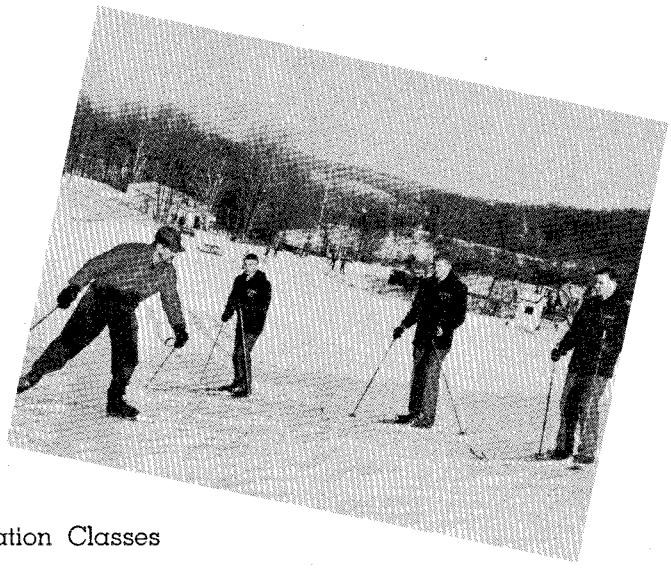
The expansion of the Corps of Cadets made continuation of Cadet Drill impractical, and a decision was reached to change over to Standard Army Drill beginning in December 1964. New Cadets were instructed in and used Standard Army Drill throughout the period of New Cadet Barracks, but were also instructed in Cadet Drill during the Second Detail to prepare the New Cadets to join the Corps upon completion of New Cadet Barracks. In December, the Corps made the change to Standard Army Drill. There is an additional benefit gained in that the cadets are now learning drill which will be used in the Regular Army units they join as lieutenants.

The Class of 1967 was the first to be issued the new light-weight Army Greens (AG44) for the summer uniform. These uniforms were made under contract with the Cadet Store. The Army Greens replace the Army Tan uniform which has been worn by previous classes and is consistent with the uniform change in the Regular Army.

Plans for expansion for Camp Buckner to accommodate the increased number of cadets were developed, submitted, and approved by the Post Planning Board. These plans include site selection and layout of sixteen new barracks buildings and a theater, and design for a new Camp Headquarters Building.







Physical Education Classes

Physical Training

Physical Training continues to be a prime means for developing the attributes of fortitude, self-control, resolution, and physical stamina so essential in a career officer.

The Military Academy continues to have three physical fitness programs:

1. The physical education program presented during academic hours.

2. The intramural athletic program.

3. The intercollegiate athletic program.

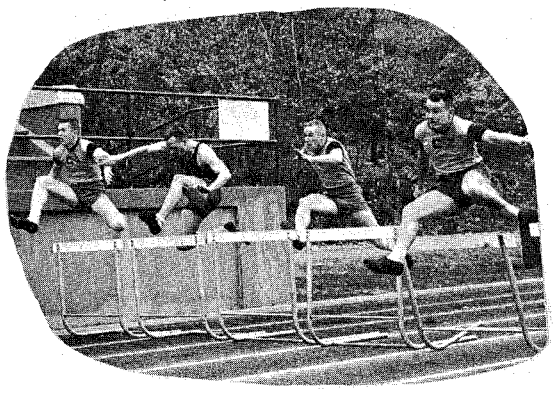
As earlier, the Commandant of Cadets through the Director of Physical Education is responsible for the conduct of the physical education and the intramural athletic programs. The Director of Athletics has responsibility for the intercollegiate athletic program.

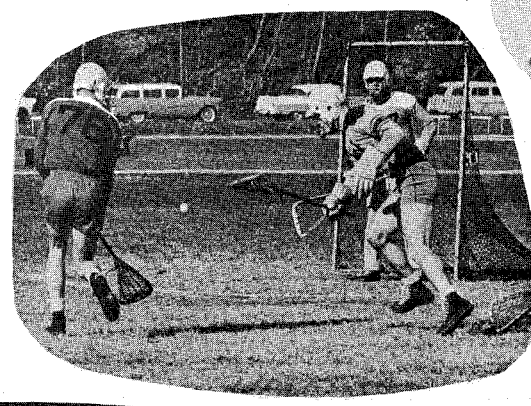
The physical education part of the program is conducted during scheduled academic time and is devoted to developing skills, strength, and stamina. Fourth Classmen attend physical education classes three times each week throughout the year. Third Classmen attend four eight-hour blocks of instruction scheduled at various points during the year. The Second and First Classmen attend only twenty-two physical education classes during the last two years. Consistent with Regular Army Doctrine, they are required to maintain their physical condition on their own initiative through participation in either the intramural or intercollegiate athletic programs or in a personal fitness program. Greater opportunity continues to be given to capable cadets to accelerate their physical education program and achieve maximum benefit from available time. A cadet who has demonstrated the desired standards is moved into higher level activities. Validation tests also continue to be conducted to identify those cadets who already possess the skills taught in a particular course. It is now possible for a cadet to achieve the objectives of the instructional program by the time he completes his Third Class Year. Cadets in this category may then select an elective in physical education, or they may be excused from further instruction in physical education and devote their time to other requirements.

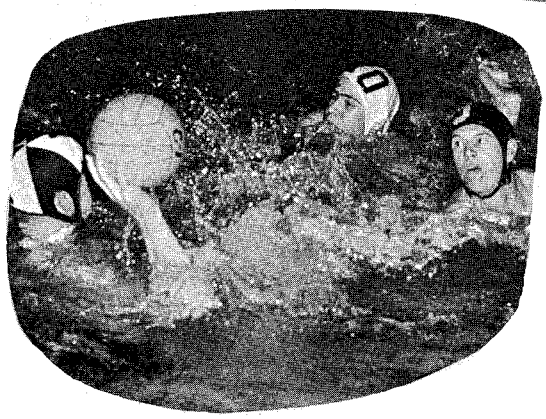
Cadets are still given a physical proficiency test twice a year. They must pass this test.

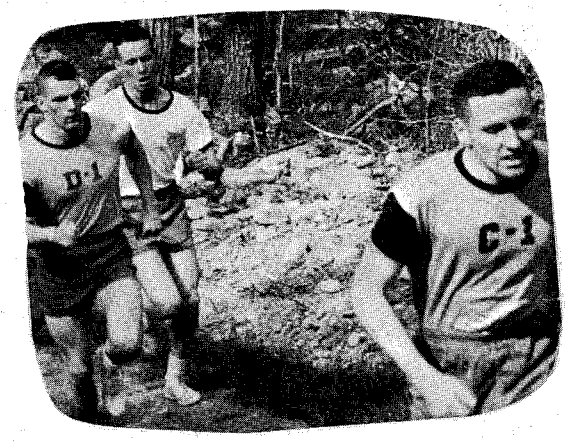
The modification to the physical education program adopted last year which removed all formal sports instruction from the summer training period for Second and Third Classmen has proven to be a valid change. Physical Training, rather than tennis, is taught to the Third Class at Camp Buckner. Unarmed combat is now a part of Second Class June Training.

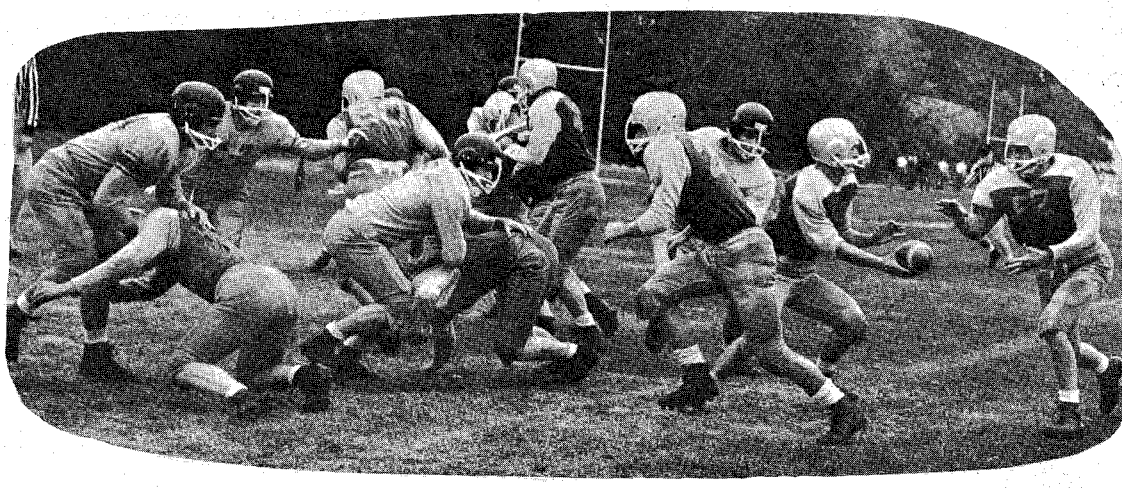
Cadets this year enjoyed one of the most carefully designed and effective intramural programs in the Academy's history. This program consists of nineteen different sports played during three seasons of the year. It was designed to meet the multiple objectives of teaching skills in individual and team



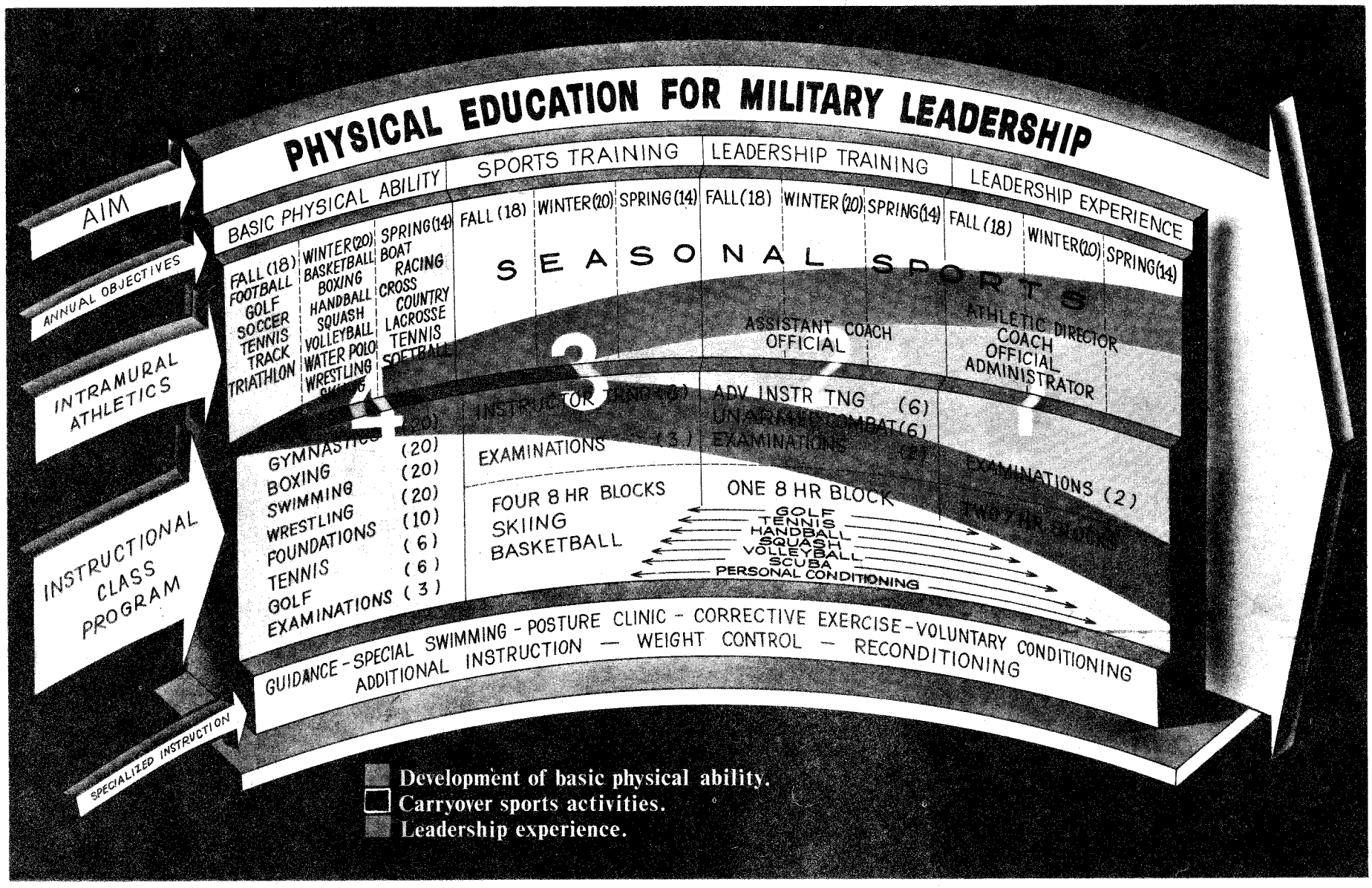








Intramural Athletics


PHYSICAL EDUCATION FOR MILITARY LEADERSHIP
AIM
ANNUAL OBJECTIVES
INTRAMURAL ATHLETICS
INSTRUCTIONAL CLASS PROGRAM
SPECIALIZED INSTRUCTION
BASIC PHYSICAL ABILITY
SPORTS TRAINING
LEADERSHIP TRAINING
LEADERSHIP EXPERIENCE
FALL (18)
WINTER (20)
SPRING (14)
FALL (18) FOOTBALL GOLF SOCCER TENNIS TRACK TRIATHLON
WINTER (20) BASKETBALL BOXING HANDBALL SQUASH VOLLEYBALL WATER POLO WRESTLING
SPRING (14) BOAT RACING CROSS COUNTRY LACROSSE TENNIS SOFTBALL
SEASONAL SPORTS
ASSISTANT COACH
OFFICIAL
ATHLETIC DIRECTOR
COACH
OFFICIAL
ADMINISTRATOR
INSTRUCTOR TNG (3)
ADV INSTR TNG (6)
UNARMED COMBAT (6)
EXAMINATIONS (3)
EXAMINATIONS (2)
GYMNASTICS (20)
BOXING (20)
SWIMMING (20)
WRESTLING (10)
FOUNDATIONS (6)
TENNIS (6)
GOLF
EXAMINATIONS (3)
FOUR 8 HR BLOCKS
SKIING
BASKETBALL
ONE 8 HR BLOCK
GOLF
TENNIS
HANDBALL
SQUASH
VOLLEYBALL
SCUBA
PERSONAL CONDITIONING
GUIDANCE - SPECIAL SWIMMING - POSTURE CLINIC - CORRECTIVE EXERCISE - VOLUNTARY CONDITIONING
ADDITIONAL INSTRUCTION — WEIGHT CONTROL — RECONDITIONING
Development of basic physical ability.
Carryover sports activities.
Leadership experience.

sports, developing physical ability, providing healthful recreation, and building qualities of leadership. The athletic program offers still another opportunity for the inculcation of desirable qualities of character to include: aggressiveness, personal courage, confidence, determination, and the ability to think and act quickly and effectively under pressure. Every cadet is required to participate in either intercollegiate, intramural or competitive athletic sports and is graded on his performance. To insure the development of a variety of skills, participation in any intramural sport is limited to two seasons and every cadet must participate during at least two seasons each year. As an integral part of the program, upperclass cadets are given many opportunities to handle administration and coach, as well as to play on teams.

The Physical Education program is shown graphically on the chart on the opposite page. This program of instruction provides the scope and flexibility necessary to tailor a program of physical education to meet the needs of each entering cadet as an individual. The philosophy of the program places emphasis on "teaching cadets, not courses." Individual progress or success is measured against the following specific achievements.

Demonstrate adequate Skill in:

Boxing, wrestling and gymnastics
Water survival technique
Two carryover individual sports (indoor and outdoor)
Leadership of Military Physical Training.

Maintain Standards of Physical Fitness:

Physical Fitness Test (Airborne Training)
Physical Combat Proficiency Test (Ranger Training)
Demonstrate Knowledge of Fundamentals and Techniques of Personal Conditioning.

Desirable Achievements:

Coach an Athletic Team, or serve as an Official
Participate in, at least, one Contact Sport.

A Physical Profile Card is started on each cadet at entrance and maintained throughout his four years as a cadet. The Profile contains data on prior experience in sports, entrance measures, grades, test scores, sports participation, injury records, physical deficiencies and aptitudes, anthropometrical measurements, and diagnostic classification test results. An instructor is assigned as Guidance Counselor for all cadets in a particular company. He uses the Profile Card to guide cadets in selecting activities, to prescribe developmental programs or special activities needed, and placement in Remedial, Standard or Advance courses.

In the Fourth Class Program, the basic courses of Boxing, Wrestling, Gymnastics, and Swimming were reduced from 24 to 20 attendances each. All of these courses are now scheduled in solid blocks instead of the past method of scheduling one-half of each course each semester. The Foundations of Physical

Education course was increased from six to ten attendances. Two sports orientation courses of Tennis and Golf were added to the program. These six attendance courses are scheduled for cadets who complete all of the basic courses. Those cadets who fail to complete basic course requirements are given make-up courses as needed in lieu of receiving the sports orientation courses. In addition, those cadets who do not meet physical fitness standards are given a Physical Development course. Fourth Classmen are also given the opportunity to validate a basic course after the 12th attendance. They are then given accelerated courses in Squash, Handball, and Scuba. A total of 319 Fourth Classmen validated one or more basic courses last year.

In the upperclass program this year, a Scuba course was added as an elective for all upperclassmen and Skiing was again offered as a Third Class elective. Basketball was changed from a standard course to a remedial course for those Third Classmen without prior experience in the sport. Upperclass testing was reduced from two to only one test per class per semester.

Intramural Athletics Program

Changes in the intramural program this year included the addition to the winter season of a Decathlon program of strength/coordination development for a select group of low physical performers in the Fourth Class and the addition of Handball and Squash to the spring program. The Bankers Trophy awarded each year for outstanding unit achievement in the intramural program was presented to Companies E-1 and K-2.

Specialized Instruction Program

Over 2400 cases were handled in this program which includes Special Swimming, Posture Clinic, Corrective Exercise, Voluntary Conditioning, Weight Control, and Reconditioning.

Injury Prevention Program

Increased emphasis has been given to the continuing program of injury prevention. Various aspects of this program include testing and procurement of the best safety equipment available; revision of rules regulating athletic contests; proper training of cadet coaches, trainers and officials; and prescribed standards of conditioning prior to sports participation. As a specific example of program results for the past year, the Rugby Club had no surgical cases and only three days hospitalization as opposed to three surgical cases and 67 days hospitalization for the previous year.

Important Lectures by Visitors

On 2 December 1964, Dr. Paul Dudley White, noted cardiologist, spoke to the Class of 1968 on the effects of exercise -- or lack of it -- on the heart. Dr. White also participated in a seminar with members of the USAH Staff along with officers and instructors of the Office of the Physical Education during his visit to West Point.

Organizational and Facility Improvements

Establishment of the Office of Physical Education Exercise Therapy Section was completed in October, and a full time trainer/Health Education Instructor was added to the staff. A total of 850 cadets were treated from October to June 1965.

A Scuba Equipment Room was established and furnished to provide equipment to handle a ten-man class. Equipment includes a large air compressor which is used not only for class equipment, but also to support the needs of the Cadet Scuba Club.

The Gymnasium has been stocked and organized to serve as the Corps of Cadets Fallout Shelter.

A new outdoor Confidence Course was constructed at Camp Buckner and used in Third Class Summer Training Program.

Future Plans

A Fatigue Effect Study of New Cadets has been planned for the Class of 1969, during New Cadet Barracks. In this joint endeavor the Office of Physical Education is working with the Medical Research Project at USMA and Dr. Jay Bender of Southern Illinois University. The purpose of the study is to determine the magnitude and pattern of fatigue of New Cadets, as measured by the decline in specific physical performances, and to attempt to isolate probable environmental causes.

It is planned that the Corps Squad Screening Program conducted during New Cadet Barracks will be expanded to include participation of all new cadets of the next entering class.

Based on this year's experience, it is planned to add ten new sets of Scuba gear which will double the present course capacity.

Walk for Fitness Program

In this program which was instituted for Post personnel, a known total of 258 members of the staff and faculty participated in the program. Two certificates for 550 miles and two for 500 miles achievement were presented during the year.

Physical Aptitude Examination (PAE)

Liaison has been established with the Air Force Academy to consider standardization of PAE events. USMA has also provided information to the Air Force Academy to assist in their own study of PAE relationships to leadership, retention, and other measures of cadet potential. At West Point, work on the Physical Aptitude Examination consisted of: a reliability study on new PAE events; experimental work on new test items; and presentation to the Academic Borad of an analytical study of "Gray Zone" PAE waivers.

Research

A joint research study, "Validation of Physical Ability Predictors," was completed here in the Spring with Dr. Jay Bender of Southern Illinois University. This project was sponsored by the Department of the Army Research Division with a grant of $25,000. While the primary purpose of the study was to be able to predict failures among recruits at induction basic training centers, USMA received valuable information in regards to validation of our physical ability tests and measures of physical fitness of cadets.

Educational Consultant

Dr. Ernst Joki, Professor of Physiology at the University of Kentucky and Chairman of the UNESCO Committee of Physiological Research, visited the office of Physical Education as a consultant on research and revision (23-27 June 1964).

VII. EXTRACURRICULAR ACTIVITIES

An important contribution to cadet life and the general education of the cadet continues to be made by an extensive program of extracurricular activities. A list of these activities is at Appendix K. The 62 activities are divided into seven major groups: Academic, Competitive, Entertainment, Hobby, Publications, Religious, and Representative. In all, there were over 4600 cadet memberships in these activities. During the year, 275 extracurricular trips of these activities were scheduled with over 4200 cadets participating.

The Military Academy continues to offer varied opportunities for cadets who are interested in exploring fields of academic study on a broader or more intensive basis than is provided in the formal academic curriculum. Seminars, special guest lectures, discussion groups, student conferences, and intercollegiate debates are undertaken on cadet iniative and carried out primarily with cadet effort. The largest and most active organization in this field is the Debate Council and Forum whose members engage in intercollegiate debates and discussions in all parts of the United States during the academic year.

Annually, since 1949, West Point has sponsored a Student Conference on United States Affairs (SCUSA) with the assistance of private financial aid. Participating in the conference this year were 129 outstanding students representing 90 American and Canadian colleges; 45 USMA cadets; 10 speakers; and 25 roundtable chairmen and advisors from academic institutions, business firms, and governmental agencies; and 12 observers from senior service schools, service academies, news media, and the George Olmsted Foundation. The topic of SCUSA XVI was "The National Security Policy of the United States: Problems of the Developing Nations." Roundtable discussions were conducted in the following areas: Latin America, Mid-East, South Asia, Southeast Asia, and Africa South of the Sahara.

In addition to the value of the conference as an educational experience for the cadet participants, the conference contributed in a significant way to better civil-military relations and thus benefited the entire military service. Four of the student delegates, including one cadet, discussed the

SCUSA topic on the television program, "Dorothy Gordon's Youth Forum", the day after the conference ended.

Highlights of the Conference were the Keynote Address by the President of the Asia Society, Mr. Kenneth T. Young, Jr., and a Banquet speech by the Secretary of Agriculture, the Honorable Orville Freeman.

The Debate Council, an activity within the Debate Council and Forum, sponsors an extensive program of forensic activities affording its members the opportunity of acquiring skills in public speaking and in the use of logic, and of using and perfecting these skills in tournament debating in competition with colleges and universities throughout the country. The USMA Varsity Teams participated in the leading college debate tournaments and, through the caliber of its performance in major tournaments each year, West Point has achieved recognition as one of the leading schools in intercollegiate debating.

Again this year as in each year since 1947, the Debate Council and Forum sponsored the National Debate Tournament which marks the culmination of national intercollegiate activities for the academic year. During the debating season, approximately 600 colleges and universities compete within their respective districts in order to win one of the 36 invitations to the national tournament held at West Point each spring. This year, the 19th National Debate Tournament was held during the period 21-24 April. Eighty debaters, representing 40 colleges and universities from 23 states and the District of Columbia, debated the national intercollegiate topic: "Resolved: That the Federal Government should Establish a National Program of Public Work for the Unemployed." Carson-Newman College won the Tournament, and Northeastern State College ranked second. In addition to the teams and coaches, USMA was host to 81 judges from other schools. Mr. Patrick Healy, Director, Community Relations, Job Corps, was the principle speaker at the Tournament Banquet. Five debaters from the Tournament, including one cadet, appeared on the nationally televised "Dorothy Gordon's Youth Forum" on 25 April 1965.

The Cadet Rocket Society members participated in an educational trip to Redstone Arsenal, Huntsville, Alabama, to observe operations at the Army Missile Command. The tour included briefings on research and development of Army missiles and the Ordnance Guided Missile School.

Cadets participated in national tournaments in Fencing and Water Polo, and in regional tournaments in Triathlon, Bowling, Handball, Pistol, Rifle, Rugby, Sailing, and Sky Diving.

Eleven cadets, members of the USMA Ski Patrol, were trained and qualified as members of the National Ski Patrol Association.

In training and competition, the Cadet Sky Diving Club conducted over 2000 jumps. Twelve cadets received Senior Parachute Riggers' licenses; and 10 cadets qualified for Class "C" international parachuting licenses, while eight qualified for Class "B" licenses. The Cadet Sky Diving Club captured the Intercollegiate Skydiving Crown at Orange, Massachusetts, and won the Gavin Gavel -- the top award in Intercollegiate Skydiving. Many individual cadets completed over 100 jumps during this season.

The Cadet Water Polo Club participated in the Senior National Water Polo Tournament and advanced to the finals, finishing in 4th place. USMA placed second in the final League standing of the Eastern Collegiate Water Polo Conference.

The Cadet Band presented a number of concerts; supported the 150-pound football team in its game with Pennsylvania University at Philadelphia, and the USMA basketball team participated in the National Basketball Invitational Tournament games at Madison Square Garden, New York City.

The Dialectic Society presented the following special programs for the Corps of Cadets during the academic year:

19 September 1964	- The Four Saints	Folk Singers
10 October 1964	- Peter, Paul & Mary	Folk Singers
29 January 1965	- Bitter End Singers	Folk Singers
25 April 1965	- Variety Show	Folk Singers
9 May 1965	- The Women Folk	Folk Singers

The Dialectic Society sponsored the One Hundredth Night Show on 12, 13, and 14 March 1965.

The Cadet Glee Club again reached a greater audience in the period of a year than any other extracurricular activity. Typical of the many appearances during the year were: The American Cancer Society concert, Presidential Inauguration concert, and the Joint Concert with College Misericordia Choir in Wilkes-Barre, Pennsylvania. Concert tours of the Atlanta, Georgia, Miami-Tampa, Florida, St. Louis, Missouri, and Denver, Colorado areas were conducted. Appearances at the World's Fair and on the Ed Sullivan TV Show were major highlights of a highly successful concert season.

KDET, the Corps of Cadets' own radio station, provided musical entertainment for the Corps at hops, in the Cadet Dining Hall, and over the air daily from 0600 to 2300 hours daily. Major events, such as the Presidential election, National Invitational Basketball Tournament, and numerous sports events both at West Point and away, were covered by the KDET News and Sports Staff.

The Cadet Mountaineering Club had a successful year highlighted by a trip to Fort Carson, Colorado. This trip provided the groundwork for the establishment of a volunteer rescue team within the Cadet Mountaineering Club.

The Cadet Outdoor Sportsmen's Club was very active during the 1964-1965 season. Approximately 60 hunting trips were taken involving 475 manhours in the field with a total of 64 grouse and three deer killed during the season. Approximately 35 quail were killed on a hunting trip to Fort Benning, Georgia. The Archery branch of the Club began construction of a Field Archery Range near the West Point Golf Course. Cancellation of large game bow hunting in the fall of 1964 by the State of New York due to dry conditions in the woods did curtail the activities of the bow hunters, however. The Woodsmen's branch of the Club competed in the annual collegiate Woodsman's Weekend Meet at Nichols College, Dudley, Massachusetts in May 1965. The cadet team competed against 15 other teams, which were primarily from Forestry Schools, and stood approximately 9th out of the 15 teams.

The Cadet Scoutmaster's Council sponsored the Annual Camporee at Lake Frederick on the West Point reservation in late April 1965. Over 2500 Boy Scouts and leaders attended this highly successful Camporee. The activities provided for visiting Scouts included advancement classes, competitions, a tour of West Point, static displays, and demonstrations. This Camporee was staffed by approximately 100 cadets. Cadets provided for command and control of the entire program including registration, camp layout, communications, transportation and messing, fire fighting and sanitation facilities and layout and supervision of the advancement classes. Classes presented stressed advancement skills in Second Class, First Class, and Merit Badge requirements. The Camporee held at the Military Academy was second only to the National Jamboree in scope and importance.

Bugle Notes, The Plebe Bible, received a major up-dating for the 1965 publication.

The 1965 Howitzer (Yearbook) completed a successful year with 3500 copies published.

The Pointer, the Corps magazine, published nine issues during the academic year. In addition, the Pointer designed, contracted for, and sold 50,000 Christmas cards; revised and published a new edition of the Weekend Pointer; and published the 1965 Pointer Calendar. The Pointer also sponsored and handled distribution of the Slum and Gravy publication. This is a new publication dealing with the athletic events participated in by Corps Squad, intramural and extracurricular competitive teams.

Plebe Parent Weekend

In recognition of a need to provide some special occasion for parents of Fourth Classmen to visit West Point to become better acquainted with its programs and facilities, an experimental Plebe Parent Weekend was held during the Spring Leave period, 26-29 March 1965. Since Fourth Classmen were authorized Christmas Leave this year, this in some measure replaced the time formerly available for parents of Fourth Classmen to visit during that period. Reactions of cadets, parents and post personnel to the program were highly favorable and a decision has been made to establish it as a regular annual event. Over 420 cadets were visited by almost 1500 parents, friends and dates. All of the planned functions were well attended. The highlight of the program was a bandbox review in Central Area conducted exclusively by the Fourth Class.

Cadet Activities Office

The dedication of Benet Hall in the First Class Compound took place on Sunday, 11 October 1964.

A total of 206 Fourth Classmen (Class of 1968) participated in voluntary dancing lessons during the fall of 1964.

In January 1965, provisions were made to use Cullum Hall temporarily as a facility for the Fourth Class with a snack bar in the Pershing Room, and a lounge area and a dancing area in the Ballroom.

The Seldon Chapin Collection of Miniature Soldiers was placed in the balcony of Grant Hall in March 1965 by the USMA Museum.

CAO Personnel Changes

Mrs. Sue A. Papp, Assistant Cadet Hostess, resigned due to ill health, effective 22 September 1964.

Mrs. Helen S. Miller, Reception Room Attendant, resigned due to ill health, effective 8 April 1965.

Mrs. Janet Ware, Assistant Cadet Hostess, resigned effective 12 June 1965.

Mrs. Vera Noffsinger, Reception Room Attendant, has submitted her resignation to be effective 5 July 1965.

The Cadet Hostess Selection Committee is in the process of selecting two new Assistant Cadet Hostesses to fill the vacancies created by the resignations of Mrs. Papp and Mrs. Ware.

Responsibility for the religious training of Protestant cadets has been under the direction of Acting Chaplain James Ford. Reverend Theodore C. Speers, D.D., who served as Chaplain, USMA, for five years passed away on 20 September 1964. The musical program at the Cadet Chapel continues under the direction of Mr. John A. Davis, Jr., Organist and Choirmaster. The religious program includes, in addition to the Sunday Chapel services, the daily morning devotional program at 0630 hours, weekday discussion groups, choirs, denominational Holy Communion, interest groups, and the West Point Sunday School of nearly 700 pupils taught by 140 cadet teachers. Mr. Davis participated as one of the leaders of the musical program at the Retreat for Post Chapel Musicians at Berchtesgaden, Germany, which was held during the period 19-24 January 1965.

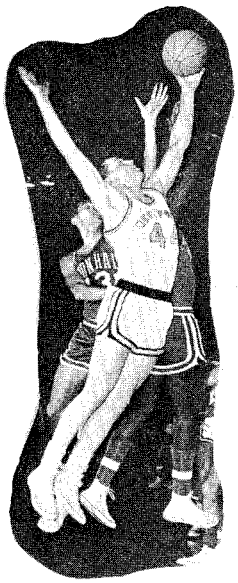
The Right Reverend Monsignor Joseph P. Moore and the Reverend Father Robert F. McCormick continue to lead the religious program of the Roman Catholic cadets through worship, discussion groups, and choirs. Monsignor Moore was honored for 25 years of distinguished service as Rector of the Chapel of the Most Holy Trinity at the United States Military Academy.

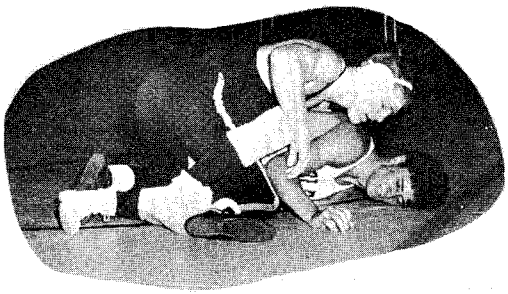
Rabbi Avraham Soltes has served as the Chaplain to Jewish cadets since June of 1963. The Jewish Chapel Squad engages in an active program of worship and religious instruction. Rabbi Soltes holds a B.B.S. degree from the College of the City of New York and an M.A. degree in psychology and education from Columbia University. He has served as Chaplain to the New Jersey National Guard and presently resides in Great Neck, Long Island.

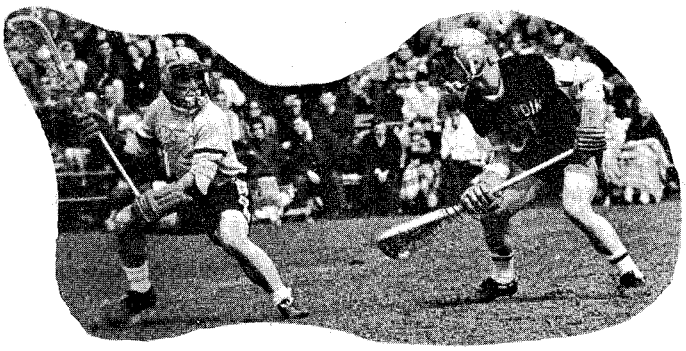
VIII. INTERCOLLEGIATE ATHLETICS

The Athletic Program

The Intercollegiate Athletic Program is administered by the Director of Athletics through the Army Athletic Association as the operating agency. The objectives of the Army Athletic Association are twofold:







Intercollegiate Athletics

1. To produce intercollegiate teams whose play will represent the traditions of the United States Military Academy.

2. To provide the means to support the intercollegiate athletic program.

The first of these objectives is accomplished through the 18-sport program. Through cadet participation as players or spectators, the program promotes the development of leadership qualities through physical competition, instills the will to win, develops esprit within the Corps of Cadets, provides recreation and relaxation for members of the Corps and enhances the reputation and traditions of the Military Academy by the quality of performance in practice and competition.

This Years Record

During the 1964-65 season, the intercollegiate athletic teams participating in 18 sports truly reflected the standards of excellence and will to win expected at West Point. The 39 Army teams (18 varsity, 4 junior varsity and 17 plebe) engaged in 398 contests and won 76 per cent. In varsity competition, the teams distinguished themselves by winning 76 per cent of 232 contests (won 175, lost 56, tied 1). Appendix I summarizes the results of the 1964-65 intercollegiate season.

In competition with the Naval Academy in 17 events, Army won 12, lost 4 and tied 1. For the second straight year, the winter sports teams achieved a near clean sweep by winning 7 of the 8 meetings with Navy and tying the 8th.

Included in the more significant team honors for this past year are the following rankings:

The baseball team won the Eastern title.
The basketball team finished third in the National Invitation Tournament.
The 150-lb. Football team won the Eastern title.
The pistol team won the national title.
The rifle team won the national title.
The soccer team gained the semi-finals of the NCAA Tournament.
The squash team was second in the National Intercollegiate Tournament.
The swimming team was second on the Eastern seaboard, 14th in the NCAA meet and 9th in the National AAU Meet.

Individual performances resulted in the following recognition:

All-America: Football - 1, Swimming - 7, Pistol - 4, Rifle - 1, Squash - 1, Lacrosse - 3.
All-East: Football - 2, 150-lb. Football - 6, Gymnastics - 1, Baseball - 2.

A member of the class of 1965, Walter Oehrlein, won the National Intercollegiate Squash Racquets individual championship. This is the first time that a cadet achieved this goal. A summary of varsity sports is at Appendix I.

Coaching Staff

An effective intercollegiate program is greatly dependent upon the quality of the coaching staff. In this regard, West Point is in the highly enviable position of having a truly outstanding staff of coaches. They are not only highly expert in their professional specialities but they are dedicated to the Military Academy and its ideals.

One new head coach has joined the staff during the past year. He is Robert Knight, who replaced Taylor Locke as the head basketball coach.

A total of 1,290 cadets participated in Corps Squad activities during the year. Of this number 264 were awarded the Army "A", 198 were awarded Academy Monograms, and 238 were awarded Class Numerals. Of the Army "A" winners, 110 are in the Class of 1965.

There was increased interest in the performance of Army teams throughout the year as was apparent from the crowds that attended home contests. Nearly 163,000 persons viewed the six home football games in the 1964 schedule. A record-breaking crowd of 32,268 saw the Penn State game at Michie Stadium. Sellout home crowds were also recorded for the Duke and Pittsburgh football games. Other maximum capacity crowds were on hand for contests in other sports.

The year end financial reports of the Army Athletic Association indicate further improvement in financial status and that the operation of the Association continues on a sound basis. During the year the Association debt resulting from the expansion of Michie Stadium was liquidated. During the coming year, emphasis will continue to be placed on promotion of contests with a view to maximizing income to meet constantly rising costs.

IX. THE ADMISSIONS PROGRAM

During Fiscal Year 1965, the Admissions Program was primarily directed at the selection of the Class of 1969, the second to enter under the expansion program. As a result of additional vacancies available and additional nominees authorized per vacancy, the candidate population increased nearly 100% over that of FY 1964. In order to meet the demands of this increased work load, studies on the use of the Academy's computer equipment for assisting the administrative processing of nominees were completed, and the computer programs were partially installed. Results indicate that these programs can be of great assistance. Based on this initial experience, reviews of the computer programs are being made to effect improvements.

The Admissions Program continued to emphasize contact with secondary-school counselors throughout the United States. Under this program, visits were made by Admissions Officers and cadets to 545 secondary schools, and 19 groups of educators were brought to West Point. Each of these groups was from a different geographical area of the United States. The program resulted in over 400 educators receiving a thorough two and one-half day orientation on the ground at the Academy.

Additionally, the sound filmstrip, "West Point", was loaned to over 1400 secondary schools.

Admissions Officers continued the program of briefing individual Members of Congress. As a result of these briefings, 76 Members of Congress have requested that the Admissions Division develop background screening information on those young men who apply to the Congressman for a nomination. In addition, 192 Members of Congress called on the Admissions Division for partial administrative support.

The Congressional Competitive method of nomination continues to grow in popularity with the Members of Congress. One hundred and eighty Members used this method in nominating for the Class of 1969.

The Admissions Program has the primary objective of insuring that the potential leaders among the youth of the country are informed about the scope and quality of a West Point education. A significant facet of this talent search is the continued participation by cadets in the American Legion Boys State program. In 1964, cadets were invited to 36 Boys States. Rosters of participants in ten other Boys States encampments were furnished to the Military Academy. As a result, 16,670 individual Boys Staters were encountered and 7,840 wrote to ask for further information and guidance. In the first half of 1965, cadets were invited to participate in 39 Boys State encampments.

The Class of 1968 entered the Academy on 1 July 1964. Appointees were selected for admission from the following categories:

		Number Admitted
Congressional Competitive		709
Regular Components:	22	
Reserve Components:	16	
Presidential:	39	
Honor Military Schools:	12	
Sons of Deceased Veterans:	6	
	95	95
Foreign Cadets		
Philippine:	1	
Others:	1	
	2	2
Additional Appointees:		185
	Total:	991

The class was selected from nominees as follows:

Number nominated and examined:	3224
Number qualified on entrance examination: (academic, physical aptitude & medical)	1467
Number qualified for admission but no vacancy available:	476

The characteristics of the Class of 1968 are illustrated by the following statistics:

Rank in Secondary School Class	No.	Per Cent
Top Quintile	769	77.8
Second Quintile	168	17.0
Third Quintile	47	4.7
Fourth Quintile	4	.4
Fifth Quintile	1	.1
Valedictorians	61	6.2
Salutatorians	55	5.6

Average College Board Scores:

Scholastic Aptitude	Verbal	580
	Mathematics	653
Achievement	English Composition	567
	Mathematics	634

Co-curricular Activities in Secondary School:	No.	Per Cent
President of student body or senior class	137	13.8
Editor of school publication	104	10.4
Athletic team captain	306	30.9
All-State or All-Conference athletic award winner	212	21.4
Debate team member	112	11.4
Boys State delegate	213	21.5
Club president	327	33.1
Eagle Scout	124	12.5
Athletic team letterman	733	74.1

There were 191 cadets (19.3%) who had a semester or more of college prior to admission to USMA. 44 Cadets (4.5%) were sons of Military Academy graduates.

The graduating strength of the Class of 1965 was 596. Of this group, 518 were commissioned in the Army, 60 in the Air Force, 6 in the Marine Corps, and 2 in the Navy. Seven graduates did not receive commissions and three graduates were from foreign countries.

X. EXPANSION OF FACILITIES

The rehabilitation of Bartlett Hall, a FY 1965 project, is progressing smoothly, and the major portion of the building is scheduled for completion prior to the start of academics in September, 1965. The entire building will be completed by January, 1966. In areas where major rehabilitation has been accomplished, the standards of academic section rooms, offices and labs have been modernized to meet the needs of modern day education.

The FY 65 expansion program submitted to Congress included the following projects: Expansion of Washington Hall-Barracks Complex; Computer Center; Modernization of Utilities in Headquarters Building; Phase III of the Rehabilitation of the Boiler Plant; Alteration of the Cadet Gymnasium (removal of the balconies in the Army Theatre); construction of six physical education fields; and the restoration and protection of the North Dock slide area. These requests were authorized in the amount of $20,578,000 by Public Law 88-290 as the station total. Public Law 88-576 appropriated $19,778,000. This omitted any appropriation for the U.S. Army Band Facility and applied an "across-the-board" cut of $350,000.

The major project for expansion in FY 1965 is the Washington Hall-Barracks Complex. This project is fully described in the Annual Report of the Superintendent for 1963-1964. Congressional authorization for these buildings amounted to $18,400,000. As sketches were expanded into preliminary plans, more detailed and accurate cost estimates were made available to the Corps of Engineers. These refined cost estimates indicated a small deficit in the original request for authorization and appropriation as submitted to Congress in early 1964. Presidential signature of PL 88-276 took place on March 3, 1964. Within a few months, requests were made to Congress for funds to implement this legislation. These requests were based on estimates of the anticipated cost of structures for which no feasibility studies and their accompanying cost estimates had been started. Further as planning progressed, additional items were moved forward adding to the scope along with increased construction costs. As a result, a deficit of $7,500,000 developed. A request for a deficiency authorization was submitted to Congress in early 1965 for $7,419,000. Favorable action on this request by the various committees of the House and Senate has been taken and passage with the FY 1966 MCA program is in sight.

Ground breaking ceremonies were held on July 7, 1965 for the start of the Washington Hall-Barracks Complex. Former President Eisenhower. who was attending the 50th reunion of the Class of 1915, participated in these ceremonies along with the Superintendent, Maj. Gen. James B. Lampert; The Oldest Graduate Present, Col. Lewis S. Sorley; The Corps of Engineers as represented by Brig. Gen. John C. Dalrymple, North Atlantic Division Engineer; and The Cadet First Captain, C. Robert Arvin.

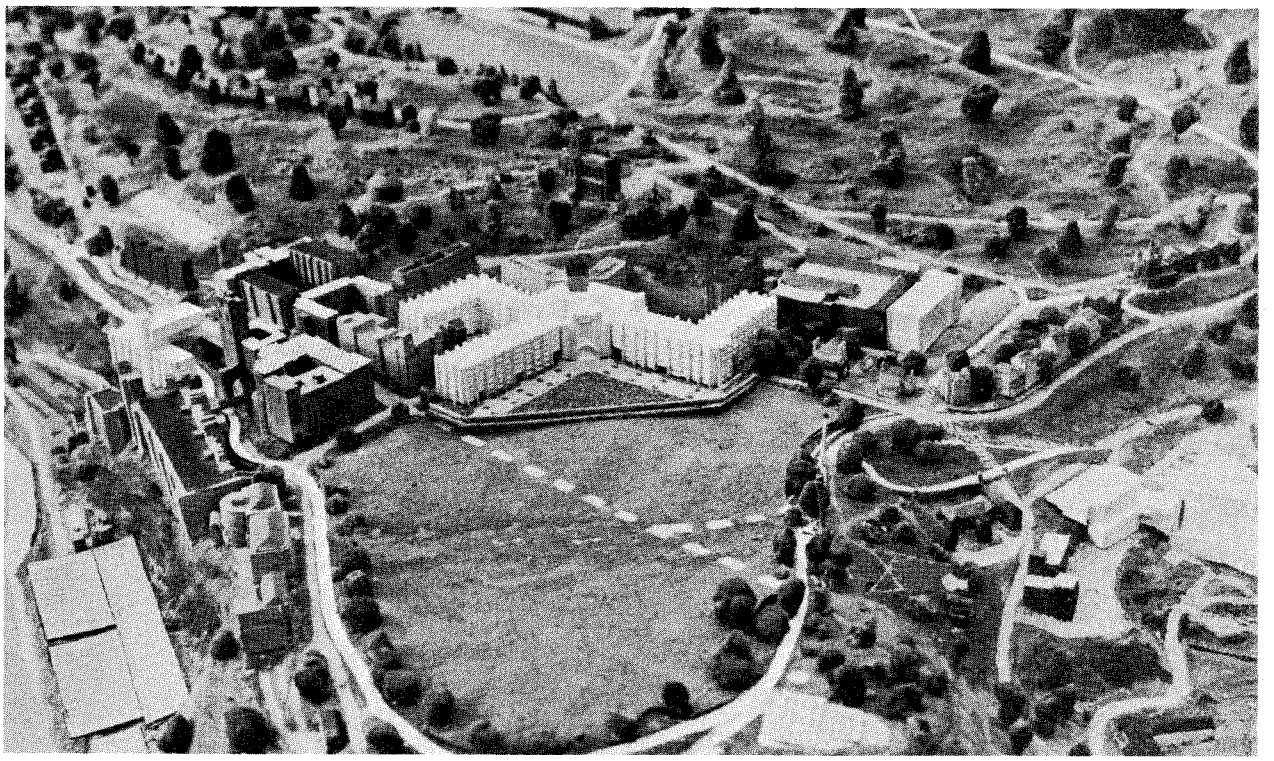
In order to commence construction as early as possible, the work on this complex was divided into 2 parts. Part 1 was awarded on 21 May 1965 for $1,428,000 and consists of removing, relocating or enlarging existing utilities for the complex and the demolition of the 7th and 8½th Divisions of Central Barracks and the 19th-22d Divisions of Old North Barracks. Work on this part began on 10 June 1965, and is scheduled for completion in September 1965. The main contract will be awarded later in the year pending final action by Congress on the deficiency authorization and appropriation. It is estimated that this contract will total 20-25 million dollars.

As for the other FY 1965 projects, the work on the Computer Center in Thayer Hall has been completed, the renovation of Headquarters is underway, and the Boiler Plant rehabilitation contract was awarded on 22 June; the remaining projects will be awarded in the fall of CY 1965.

In early 1965, the FY 1966 MCA expansion program was submitted to Congress. This program included a new hospital, extensive work on utilities to support the enlarged post, 200 sets of family quarters, an addition to the Cadet Gym, partial modernization of Camp Buckner, a BOQ, conversion of an existing barracks for use by the USMA Band and rehabilitation of family quarters. Favorable early action by the various committees of the House and Senate indicate passage of this major portion of the expansion program by the Congress later in the year.

As a result of the start of work on 10 June 1965 on the first part of the Washington Hall-Barracks Complex, the Cadet Chaplain was moved from his office in the 19th Division of Barracks to temporary quarters on the balcony of Grant Hall. The North Barber Shop located in the basement of the same Division was closed and operations consolidated with the Central Area Barber Shop. These moves were necessary because of the pending demolition of the 7th, 8½th, 19th, 20th, 21st and 22nd Division of Barracks.

Extensive searches were made of these Divisions to uncover articles of historic interest. Doors from the 7th and 8½ Divisions were removed for possible use in the 1st Division. The 1st Division will remain standing when the rest of Central Barracks is torn down. In this division will be incorporated appropriate memorabilia from the other divisions of barracks which will be demolished. In addition to the doors, fire place inserts and marble mantles were removed. A diamond shape transom window was uncovered behind plaster in a trunk room in the 7th Division. This style was present throughout the original construction but has since been replaced in all of central barracks. All brass plaques were removed for future incorporation into new buildings. The military bas-reliefs over the doors and near the roof of Old North Barracks will be carefully removed and reinstalled in the interior of the new dining hall. All the exterior stone from the divisions to be torn down will be saved and used to face the exposed wall of the 1st Division, line the sally ports of the new barracks and, if cost permits, to surface the area side of one of the new barracks. In addition, such items as original coat hooks and door knobs were removed to be incorporated in the 1st Division when it is restored. The wooden panelling in Mahan Hall has been removed and will be installed in the Chaplain's Office in the new building. In addition to conserving these memorabilia to preserve the West Point scene, the architecture of the new buildings will retain the Gothic theme so dominant in the buildings constructed at West Point since 1900.



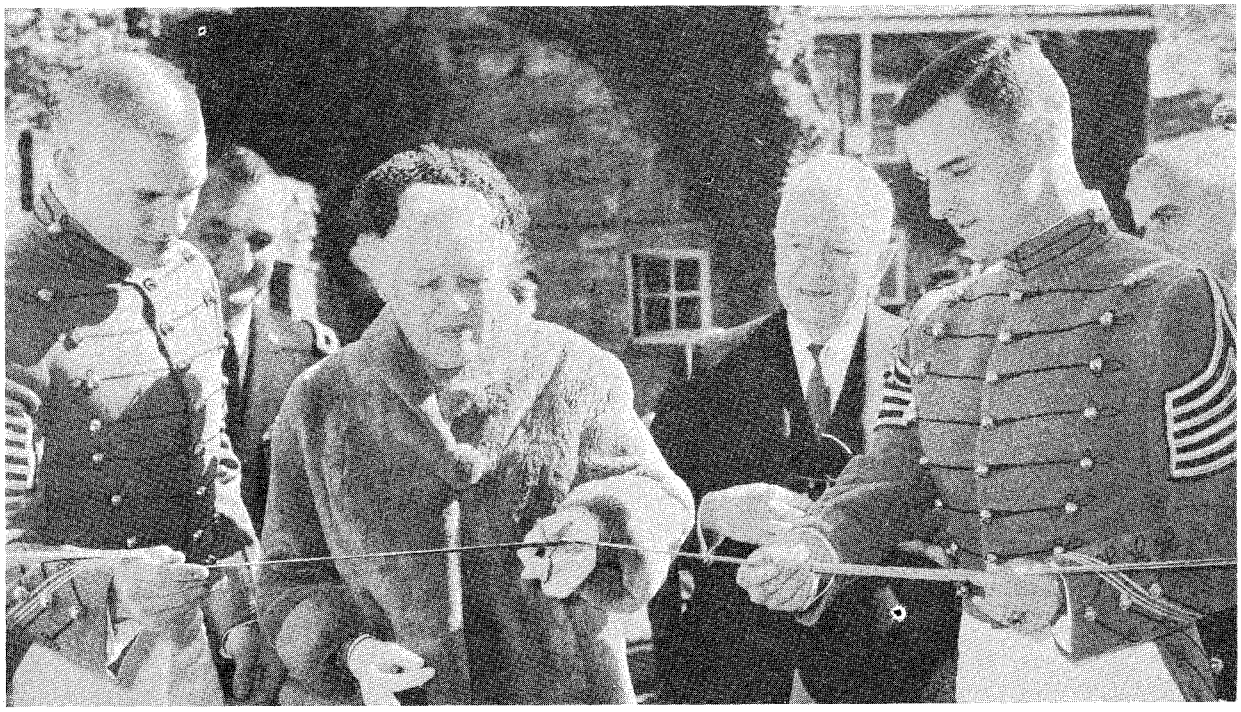
The above picture illustrates in perspective the main cadet area as it will appear following the completion of major construction. Several changes have occurred from the photos presented in last year's report. The site of the Cadet Union building has been moved from the edge of the Plain to the vicinity of the Field House. This building appears in white in the middle right portion of the photo. The configuration of the Applied Science Building has been changed to reflect present architectural treatment of this structure. It appears in the photo to the left of the Post Headquarters Building.

XI. WEST POINT SUPERINTENDENT'S FUND

The major marks of success for any fund raising activity are the funds received and the projects accomplished with those funds. To date the West Point Superintendent's Fund, in its fourth year of existence, has received over $690,000 and has committed close to $600,000 for projects here at West Point. During the past year the Fund received over $250,000 as compared to slightly more than $125,000 during AY 63-64.

Funds have been received from two basic sources. West Point graduates continue to show their generosity by their wholehearted support of the program. Friends of West Point also continue to provide substantial support. The Richard King Mellon Trust of Pittsburgh made an additional grant of $100,000 to the Fund for use with their previously donated $200,000 for the construction of a Trophy Point Amphitheater, the bids for which were opened on 30 June. Mrs. Clara Thayer Rockwell provided funds for the rehabilitation of Benet Hall, in the Old Ordnance Compound, which is now being used as a recreation lounge for the First Class.

Major General Colby Meyers presents the Geophysical Globe to the United States Military Academy on behalf of the Class of 1925



Mrs. Clara Thayer Rockwell, assisted by Cadet First Captain C. R. Arvin and Class President Mark Walsh, cuts the ribbon to open the Benét Hall lounge for the First Class

During June Week several of the reunion classes made major contributions to the Fund. The classes of 1900, 1915, and 1935 presented to the West Point Superintendent's Fund unrestricted gifts totalling $36,130. The Class of 1920 presented two fine paintings for the Library's Military Art Room, while the Class of 1925 purchased a 6'3" diameter geophysical globe for the main reference room of the same building. Earlier in the year the Class of 1912 furnished one of the rooms in the new library as a seminar area.

In addition to the above projects, during the year the Fund supported the construction of a new tow and ancillary equipment on the ski slope; an additional water-ski boat for the Third Class at Camp Buckner; cadet participation in Operation-Crossroads Africa; and assisted in underwriting the presentation of the Army-Texas football game to the Corps on closed-circuit television.

Forty-three names have been added to the West Point Superintendent's Fund Plaque, bringing the grand total of contributors of over $1,000 to 115. In addition, during the past year the Fund received 70 other gifts of over $100.

The primary means of obtaining funds continues to revolve around the personal letter of solicitation from General Lucius D. Clay, Chairman of the Fund Committee. By the end of June, letters had been sent to members of all classes from 1891 to 1959, and by early fall, all living graduates should have been contacted.

Bequests continue to have a major role in the future of the West Point Superintendent's Fund. Current information indicates that over $360,000 will be included in bequests to the West Point Superintendent's Fund by alumni and friends.

As the input into the Fund continues to grow, so also does the list of unfinanced projects. Funds are still required for the sculptured history panels at the entrance to the new library; the cadet chapel organ must still be enlarged and many Cadet activity areas are in need of major rehabilitation and expansion. Each day, as the impact of the expansion becomes more clearly felt, new projects appear that truly merit the wholehearted support of the alumni and friends of West Point.

XII. INSTALLATION ACTIVITIES AND FACILITIES

FUNDING PROGRAM

The Department of the Army authorized direct obligations of $18,529,700 during FY 1965 which, supplemented by $3,218,286 in reimbursements, provided for the operation and maintenance of the Military Academy and support of family housing facilities. The annual funding program was adequate to fully support all programs, and no operational problems were encountered. The final funding program was $1.5 million greater than that of FY 1964 and included $930,000 year-end funds provided for specific items. Year-end procurement included such items as, furnishings for rehabilitated Bartlett Hall, replacement of over-age R&U equipment, laundry and dry cleaning equipment, and printing plant equipment.

PERSONNEL AUTHORIZATIONS

a. Military Personnel - Military personnel authorizations during FY 1965 remained unchanged from the FY 1964 level (576 officers, 8 warrant officers and 836 enlisted personnel). The first incremental increase to support the enlarged Corps of Cadets is expected to be received during FY 1966.

b. Civilian Personnel - A permanent civilian authorization of 2105 was provided for FY 1965 as compared with the FY 1964 year-end authorization of 2021. These 84 additional spaces represented the first incremental increase to meet expansion needs and were distributed as follows: academics, 8; tactical elements, 6; Treasurer's activities, 38; Library, 29; and Registrar, 3. The permanent civilian ceiling was further increased to 2118 during the 4th Quarter of FY 1965; this increase resulted from the authorization of 13 of 21 additional civilian spaces recognized by the Department of the Army Manpower Survey Team in December 1964.

ORGANIZATIONAL CHANGES

Several internal organizational changes were effected during the past year to reflect new or modified activity missions. Significant changes included the establishment of a Television Operations Section in the Signal Division to operate the new closed circuit television system; a reorganization of the Office of Military Psychology and Leadership to provide for absorption of the responsibility for Army Orientation Training formerly vested in the Office of Military Instruction; establishment of a systems analysis and programming element within the AG Data Processing Branch to support expansion of the AG DPB mission; and redesignation, by the Department of the Army, of the 1st Battle Group, 1st Infantry to 1st Battalion, 1st Infantry.

MANAGEMENT HIGHLIGHTS

a. Per Capita Productivity - During FY 1965, continued emphasis was placed on the measurement of worker productivity on a per capita or workload per person basis to assure an equitable distribution of manpower resources consistent with existing workload levels. As of 30 June 1965, a total of 68 work areas and 1022 personnel (approximately half of the civilian workforce) were measured on this basis. Per capita productivity during FY 1965 increased 4.7% over FY 1964. This is the fifth consecutive year that an increase in worker productivity has been achieved.

b. Cost Reduction - As part of the Department of the Army Cost Reduction Program, the Academy expanded its program participation during FY 1965 to nine functional areas compared to three areas in FY 1964. The expanded coverage virtually includes all activities of the Academy. The total savings generated under this program during FY 1965 amounted to $383,000 as compared to the DA assigned cost reduction goal of $263,700. All actions were reviewed and audited by the Boston District of the Army Audit Agency.

c. Overtime - A concerted effort was made during the past year to reduce the use of overtime. FY 1965 overtime costs amounted to 1.19% of the civilian payroll compared to 1.25% during FY 1964.

d. Management Surveys and Internal Reviews - The command program of continuing management surveys and internal reviews was carried out during the year. Of major significance were comprehensive studies of the Treasurer's activities and the Office of the Director of Athletics which resulted in improved management practices.

e. Automatic Data Processing Systems - Major emphasis in this area during FY 65 was concentrated in developing and installing a Comprehensive Cadet Record System designed to accumulate and process all required data on cadets from the time of their nomination through graduation. The first two sub-systems of the CCRS, i.e., Candidate Nomination-Processing and New Cadet Processing, were used in processing the Class of 1969 which entered on 1 July 1965. Further mechanized applications will be implemented as this class progresses through its academic cycle.

Replacement of the IBM 1401-G Card Processing System used in the AG Data Processing Branch with a GE-215 Computer was approved by the Department of the Army on 30 June 1965. This changeover will take place in FY 1966 and will greatly increase the Academy's data processing capability with only a slight increase in rental costs.

f. Incentive Awards Program - Participation of military and civilian personnel in the Incentive Awards Program increased 10%. The adoption rate of all suggestions submitted amounted to 31% with savings estimated at $35,650; cash awards paid totalled $1,470. Emphasis continued on employee recognition with 23 Outstanding Performance ratings, 50 Sustained Superior Performance Awards, and 30 Quality Step Increases awarded during the year.

g. Military Pay and Allowance Quality Improvement Program - The results of this program for calendar year 1964, as prepared by the U.S. Army Finance Center, showed that the U.S. Military Academy pay element (Finance and Accounting Office and AG Military Personnel Branch) had attained the highest accuracy rate throughout the Army establishment. Audit of Regular Pay accounts revealed no errors in eleven of the twelve reporting months for an accuracy rate of 99.92%.

h. Savings Bond Program - The Military Academy's Annual Savings Bond Program was given added emphasis during the month of May with a "Person-to-Person Canvass" of all post personnel. At the close of the year, 76.6% of the assigned military personnel and 52.2% of the civilian workforce were participating in payroll savings for an overall average of 62% as compared with 53.8% at FY 64 year end. It is particularly noteworthy to mention that the 1st Battalion, 1st Infantry, USMA will receive the Secretary of the Army's Award at an appropriate ceremony in the near future for having achieved 80% participation in the payroll savings program. This will mark the first time that such recognition has been accorded to a USMA troop element.

i. A management improvement program in both the West Point Army Mess and the USMA Book Department reduced operating expenses and substantially increased profits. Plans for further expansion of the Book Department services have been prepared and will be implemented during FY 66.

j. Careful surveillance of security practices resulted in the avoidance of security violations during the year.

k. The Regional Director of the Civil Service Commission during his audit in June 1965 of the USMA Civil Service Board, indicated USMA is performing an exceptional job in making minority group representatives aware of Equal Employment Opportunities.

PRINCIPAL LOGISTIC ACTIVITIES

Cadet Mess:

Plans for the expansion and modernization of Cadet Mess facilities in Washington Hall were finalized during FY 1965 and the initial construction project to relocate utility lines was started in June. When completed, in late 1967, the Cadet Mess will have a seating capacity of 4500, sufficient to accommodate the ultimate Corps strength. Modernization of food preparation and food service techniques is planned, including the following equipment acquisitions; rotary ovens, a continuous deep fat fryer, an automatic garbage disposal system, and hot food carts and roll-in refrigerators. Action was completed in 1965 to accommodate 3200 cadets beginning in September.

Cadet Uniforms:

The AG 344 uniform (9 oz. wool/polyester) was issued to the Class of 1967 in lieu of the Army Tan uniform blouse and trousers which had previously been the prescribed summer uniform for members of the Corps of Cadets. Issuance of this new uniform was predicated upon the Department of the Army's decision to eliminate the Army Tan uniform by July 1968. This action will permit the cadet to use this same uniform after graduation and commissioning by merely removing the distinctive cadet shoulder boards and replacing the cadet gold buttons with officer type buttons. The standard AG 44 elastique overseas cap is worn with this uniform.

The new elastique uniform for the Corps of Cadets was introduced during the year. This material replaces the heavier Kersey cloth and provides a lighter weight, finer appearing, and more durable uniform.

Hotel Thayer:

The U.S. Hotel Thayer had a net income of $174,639 during FY 1965. Gross income was slightly less than FY 64 while operating expenses were the lowest in the last five years. Average occupancy was 49% for the year. A feasibility study was conducted by the District Engineer regarding the enlargement of Hotel facilities to meet the needs of the expanded Corps. The Jonathan Williams Room was recarpeted, the lobby refurbished, and all old bedding in the main house and studio annex wing was replaced during the year. A continuing program of guest room rehabilitation has been initiated and will result in complete refurbishing over a ten year period thus enabling the Hotel to offer more comfortable accommodations to guests and to maintain a competitive position with hostelries in the area.

Automation of Telephone Facilities:

Department of the Army approval was received to mechanize the local telephone exchange for automatic dial-in/dial-out capability. This will eliminate the necessity for operator assistance on most telephone calls, thereby improving service and reducing costs. Preliminary and final design specifications for communications facilities in the Expansion Plan were also accomplished during the year.

Medical and Dental Activities:

Medical services workload continued at approximately the same level as last year; admissions were 5% less than FY 64, yet the average daily occupancy rate increased from 59.4 to 61.5; the average patient stay likewise increased from 6.3 days to 7.0 days. An internal reorganization was completed in conformance with policies prescribed by the Surgeon General. The hospital nursing staff actively supported the Department of the Army's "Operation Nightingale" Program which is designed to acquaint student nurses from civilian schools with the Army Nursing Program. A major replacement of outmoded X-ray equipment was completed and has greatly increased our capability in this area.

The "Mouthguard Program" instituted by the Dental Surgeon in FY 63 continued to prove highly successful. Under this program, all cadets are fitted with individualized mouthguards to be worn during "contact-type" athletics. The dental injury rate was reduced 27% this year with greater reductions anticipated as increased emphasis on use of these guards is stressed by the athletic staff. A continuing program to effect the purchase and installation of dental equipment to meet our modernization and expansion requirements was introduced.

Laundry and Dry Cleaning Facilities:

An extensive study of equipment requirements was conducted in the USMA Laundry and Dry Cleaning Plant. $276,500 was made available at the end of FY 65 to purchase new equipment which will increase the plant's capability to meet the demands of the expanding Corps and complement. Possible modernization of cadet white coat pressing units is also under study.

Supply Services:

The consolidation of all supply activities under the Supply and Services Division, mentioned in last years report, proved most successful during FY 65. Equipment required in support of the USCC summer training program was received on a loan basis, through the fine cooperation of the Army Materiel Command; other items of supplies and equipment were acquired from agencies responsible for government excess property disposition for only the cost of transportation.

The Self Service Supply Center account was capitalized during the year and placed under the Command Channel Stock Fund. Mechanization of data collection is scheduled for FY 1966.

Commissary Operations:

Commissary sales increased 8% over FY 64. Additional display cases for meats and frozen foods were installed in an effort to provide better service for the customer. Additional cold storage facilities are planned for the future.

Property Disposal Operations:

Plans were finalized late in the fiscal year to effect transfer of our Property Disposal operation to Stewart Air Force Base. This move was directed by the Department of Defense as a part of the world-wide consolidation program and will become effective on 1 October 1965.

Family Housing Management:

In the area of family housing management, work was started on rehabilitating 72 sets of family quarters at a total contract cost of $864,100. Action was taken by the District Engineer late in FY 65 to finalize another proposed rehabilitation project, for submission to DA, covering 31 units of company grade housing at an estimated cost of $314,725. In addition, $40,000 in design funds were received from DA for development of a proposed FY 66 MCA project covering rehabilitation of 153 more units (119 in Grey Ghost area, 30 Band quarters, and 4 company grade units in Dunover Court); estimated cost of this project is approximately $1 million.

Maintenance and Transportation Services:

Our equipment maintenance efforts during the year resulted in an aircraft availability average of 87% and an average of 96% for all other categories of administrative and tactical equipment. Maintenance hours required per administrative use vehicle were reduced from an average of 15.8 per quarter in FY 64 to 14.3 this year.

In order to provide essential vehicular support for the expansion program, 27 general transport administrative vehicles were added to our fleet with an additional 38 programmed for FY 66. Despite the fact that our GTA fleet had attained over-age and uneconomically repairable limits prior to or during FY 65, operation and maintenance costs were reduced by .1 cent per mile from FY 64 costs.

Exchange Facilities:

Following a feasibility study conducted in November 1964, the command initiated preliminary work to effect a consolidation of USMA Exchange procurement, storage, and distribution activities with those of the Stewart Air Force Base Exchange. Implementation will take place in January 1966 with procurement offices and warehousing facilities being located at West Point.

A project to expand and renovate the Main Post Exchange and Snack Bar, at a cost of $338,000, was approved with completion scheduled for March 1966.

PRINCIPAL ADMINISTRATIVE ACTIVITIES

Civilian Personnel Management:

Employment applications increased by 600 to a new high; accessions numbered 663, an increase of 69 over last year; employee losses for all reasons amounted to 517, 26 more than last year. All positions at the Academy were subjected to a position and pay management review as compared with only 87% in FY 64.

A locality wage survey conducted during March resulted in pay increases for wage board employees ranging from 1.98% in the Printing and Lithographic Schedule to 2.38% in the Regular Schedule.

Emphasis continued on civilian employee training with a middle management workshop, initiation of an executive development program, re-establishment of the Department of the Army supervisory development program, and introduction of an off-campus college program in conjunction with the Orange County Community College.

The Civilian Personnel Division continued to provide assistance to the authorized employee unions. A payroll check-off system for union dues was implemented and considerable progress was made in the area of merit promotion and pay management.

Special Services Activities:

Renovation of Building 622 to provide modern Service Club and Library facilities in the troop housing area was begun in late May. Funds ($152,000) for this much needed project were received from non-appropriated sources; an additional $15,000 was received from the First US Army Central Welfare Fund for necessary furnishings and equipment. It is anticipated that this facility will be available for use this Fall.

Other improvements to Special Services facilities were effected during FY 65: A Poma Ski Lift was installed at Victor Constant Ski Slope increasing the number of tows to three which provided opportunities for increased participation; Golf Course Pro Shop facilities were renovated and a food outlet operated by the Post Exchange was installed to provide more attractive and efficient facilities for the golfers.

Museum Operations:

The Museum, this country's largest public museum dealing with the profession of arms, attracted 227,545 visitors during the year. Special guided tours for guests of the Superintendent and other groups numbered 78; inquiries pertaining to the Museum's collections totaled 950 during the year.

Support of the Academy mission was provided in the form of special exhibitions, lectures by the Museum staff on the history and development of weapons, and continuing research and reference services for the USMA faculty and the Corps of Cadets.

Four special exhibits were installed in the New York metropolitan area in observance of Armed Forces Week, and special displays in connection with "Sylvanus Thayer Day" were provided in New York City and Braintree, Massachusetts. A special exhibit portraying "Past, Present, and Future, U.S. Military Academy" was prepared and maintained in the USMA Visitors Information Center. The Museum staff, in conjunction with the Department of Military Art and Engineering, were hosts to the 15th Annual Meeting of the Company of Military Historians.

Acquisitions to the Museum's permanent collections during FY 65 totaled 252 objects, outstanding among these were a set of sterling silver plates, a set of bone dinner china, and the USMA class ring belonging to General of the Army Douglas MacArthur; a leather chest belonging to Colonel Sylvanus Thayer; an oil portrait of General Thomas J. (Stonewall) Jackson by William Earl Brown and a portrait of Major General James B. Lampert by Albert Murray.

MISCELLANEOUS

West Point Elementary School:

Continued updating of methodology and teaching materials was followed during the year in order to provide the best possible education for post children. Among the professional staff, four members visited foreign countries during Summer 1964 under the sabbatical leave program instituted last year; eight members of our school staff are currently engaged in graduate work. Scores attained by our school students on nationally recognized and accepted skills tests far exceeded the national averages.

Information Activities:

The Military Academy was visited by more than 2000 official visitors and approximately two and a half million tourists and sightseers during the year. It is safe to assume that this tourist load will increase in years to come as a result of more people identifying themselves with the Academy as the Corps expands. Late in FY 65, $75,000 was received from the Department of the Army to produce a new film on West Point to replace the outdated "The Making of a West Pointer". Production of this film, under the supervision of the Information officer, will take place early in FY 66.

Fund Campaigns:

The Army Emergency Relief, Community Chest, National Health Agencies and the American Red Cross were supported through fund campaigns during FY 65 in accordance with AR 600-20. The total amount collected exceeded $21,000, approximately the same as was realized during the FY 64 campaigns.

APPENDICES

APPENDIX A

HEADQUARTERS
UNITED STATES MILITARY ACADEMY

SUPERINTENDENT
MAJOR GENERAL J. B. LAMPERT

GENERAL STAFF

Chief of Staff	Colonel Ernest P. Lasche
Secretary of the General Staff	Lt Col John H. Madison, Jr.
Special Assistant for Gifts & Memorials	Colonel Donald E. Wilbourn
DCS Personnel & Administration	Colonel John H. Robinson
DCS Logistics	Colonel Kenneth T. Sawyer
Comptroller	Colonel James C. Cross

SPECIAL STAFF

Adjutant General	Colonel Donald L. Geer
Air Force Liaison Officer	Major Robert A. Carlone
Alumni Secretary	Colonel Thomas M. Metz (Oct 62-Jun 65) Colonel John B. R. Hines (Jun 65-)
Army Aviation Officer	Major Edward B. Covington, III
Chaplain, Post	Major Porter H. Brooks
Chaplain, USMA	Reverend Dr. T. C. Speers (Sep 59-Sep 64) Reverend J. D. Ford (Acting) (Sep 64-)
Civilian Personnel Officer	Mr. Joseph J. Stapleton
Dental Surgeon	Colonel Paul W. Holter
Director of Admissions & Registrar	Lt Col George A. Garman, Jr. (Acting)
Director of Athletics	Colonel Raymond P. Murphy
Director of Family Housing	Mr. Elliott W. Amick
Director of Music & Bandmaster	Lt Col William H. Schempf
Engineer	Colonel Riel S. Crandall
Exchange Officer	Lt Col Raymond B. Unger

Special Staff - Continued

Finance & Accounting Officer	Lt Col John F. Rogan
Information Officer	Lt Col Robert E. Kren
Inspector General	Lt Col William N. Todd, III
Maintenance Division, Chief	Lt Col Joseph W. Losch
Military Personnel Branch, Chief	Lt Col Leonard P. Perna
Museum Director	Mr. Frederick P. Todd (Retired 18 Apr 65)
	Mr. Richard E. Kuehne (Acting) (18 Apr-5 Jun 65) (Appointed Director 6 Jun 65)
Provost Marshal	Lt Col Julien H. LePage
Purchase & Contract Officer	Major Charles J. Heyer
Security Division, Chief	Lt Col William J. Hodges
Signal Officer	Lt Col John E. McIntire
Special Services Officer	Lt Col Alfred G. Vitacco
Staff Judge Advocate	Colonel Robert H. Ivey
Supply & Services Division, Chief	Lt Col William H. Webb
Surgeon	Colonel John H. Voegtly
Transportation Officer	Lt Col William C. Malkemes
Treasurer	Colonel Robert C. Borman
Veterinarian	Captain Orville C. Schlinke

HEADQUARTERS
UNITED STATES CORPS OF CADETS

BRIGADIER GENERAL MICHAEL S. DAVISON
(March 1963 - April 1965)

BRIGADIER GENERAL RICHARD P. SCOTT
(April 1965 -)

Deputy Commandant	Colonel Robert M. Tarbox
Director of Physical Education	Colonel Frank J. Kobes, Jr.
Director of Military Psychology & Leadership	Colonel Auburon P. Hauser (Aug 62-Jun 65)
	Colonel Samuel H. Hays (Jun 65-)
Director of Military Instruction	Colonel William J. Ray
Commanding Officer, 1st Regiment	Colonel George K. Maertens
Commanding Officer, 2d Regiment	Colonel Archelaus L. Hamblen, Jr.

OFFICE OF THE DEAN

DEAN
BRIGADIER GENERAL WILLIAM W. BESSELL, JR.
(October 1959 - May 1965)

BRIGADIER GENERAL JOHN R. JANNARONE
(June 1965 -)

Principal Assistant to the Dean	Lt Col Dallas L. Knoll, Jr.
Director of Academic Computer Center	Lt Col William F. Luebbert
Librarian	Mr. Egon Weiss

ACADEMIC DEPARTMENTS	PROFESSORS
Earth, Space & Graphic Sciences	Colonel Charles R. Broshous Colonel William W. Watkin, Jr.
Electricity	Colonel Elliott C. Cutler, Jr. Lt Col Edward A. Saunders (Jul 61-May 65)
English	Colonel Russell K. Alspach (Jul 47-Feb 65) Colonel Edwin V. Sutherland
Foreign Languages	Colonel Walter J. Renfroe, Jr.
Law	Colonel Frederick C. Lough
Mathematics	Colonel Charles P. Nicholas Colonel John S. B. Dick
Mechanics	Colonel Elvin R. Heiberg Colonel Harvey R. Fraser (Jun 59-Jun 65)
Military Art & Engineering	Colonel Charles H. Schilling Lt Col Thomas E. Griess
Military Hygiene	Colonel John H. Voegtly

Academic Departments - Professors - Continued

Ordnance	Colonel John D. Billingsley
Physics & Chemistry	Colonel Edward C. Gillette, Jr. (Sep 46-Jul 64) Colonel John R. Jannarone (Aug 57-Jun 65) Colonel Donald G. MacWilliams (Jun 65-) Lt Col Edward A. Saunders (Jun 65-)
Social Sciences	Colonel George A. Lincoln Colonel Amos A. Jordan, Jr.

APPENDIX B

Conclusions and Recommendations
set forth in
The Report of the Board of Visitors to the
United States Military Academy
following the 1965 visit, 6–8 May

CONCLUSIONS:

The Board of Visitors, during the period 6-8 May, individually and collectively inquired into various aspects of the Military Academy's operations, inspected certain of its physical facilities, and observed cadets of the Corps and members of West Point's garrison as they carried out their duties. The Board examined and discussed the Academy's educational curriculum; received a comprehensive briefing on its military training programs, the organization, and the administration of the Corps of Cadets; and talked with individual cadets and members of the USMA Staff and Faculty.

On the basis of their observations and their personal contacts with personnel of the garrison, Members of the Board feel justified in believing that West Point's personnel are earnestly motivated, professionally competent, well disciplined, and possessed of a high sense of duty.

The Board, as a result of its observations and its inquiries, concludes that the Military Academy is carrying out its mission in a superior manner, and it takes pleasure in highly commending the Superintendent, Major General James B. Lampert, for the wisdom and vigor with which he is discharging the important responsibilities of his Command.

RECOMMENDATIONS:

That the Academy's Master Plan for the rehabilitation and expansion of its physical facilities designed to meet the increasing strength of the Corps of Cadets be energetically supported.

That the Academy's request for a deficiency appropriation in the amount of $7.4 million required to execute Phase I of the Master Plan be acted upon favorably.

That the Secretary of the Army review the question of cadet pay and take the action necessary to raise it to a level adequate to meet the cadet's necessary expenses.

That the Secretary of the Army review the question of the pay of Professors, USMA, taking into account the increasing responsibilities thereof in light of the Academy's expansion and the desirability of making their remuneration more compatible with that received by professors in civilian institutions performing analogous professional services; that the Secretary seek an early resolution of this problem to the end that Congress may take action thereon during next year.

That the Secretary of the Army be empowered by law to grant constructive credit, for pay and retirement purposes, of up to and including 21 years of commissioned service, to any distinguished educator from civil life, to whom, in the view of the Department of the Army, it is desirable to offer a permanent professorship at the United States Military Academy.

APPENDIX C

Conclusions and Recommendations
set forth in
The Report of the Department of the Army General Staff
following the 1965 visit, 24–26 March
to the
United States Military Academy

CONCLUSIONS:

The Superintendent and the staff and faculty of the U. S. Military Academy are performing their duties in an exemplary manner. The morale of the cadets, officers, and enlisted men that the Team observed was superior. Particular praise is singled out for Brigadier General W. W. Bessell, Jr., Dean of the Academic Board, who retires on 1 June 1965, and for Brigadier General M. S. Davison, Commandant of Cadets, who departed USMA on 1 April 1965.

The pay of cadets should be increased, but no action should be taken at this time pending the outcome of current pay studies and legislation.

The Superintendent is studying the possible ways to improve the motivation of cadets toward a career in the U. S. Army and has taken action to implement a program recommended by his study group.

The U. S. Military Academy has over $2 million in unfinanced O&MA requirements and is ready to obligate up to $1.5 million on 15 to 45 days notice. A minimum of $434,000 would provide the Academy with repairs and replacement equipment that is urgently needed.

The transfer of nuclear physics from the Department of Electricity to the Department of Physics and Chemistry will improve the grouping of courses within the academic departments and will set the stage for the splitting of Physics and Chemistry into two departments in Academic Year 1966-67.

The cadet honor system remains sound and appears to continue to be administered in an outstanding manner by the Corps of Cadets.

The 50th Engineer Company provides the Superintendent with a support unit that is well suited for the missions of the Military Academy and the West Point Military Reservation. The Army Audit Agency's report recommending the engineer company's transfer from West Point should be carefully studied by DA.

The Admissions Program is performing a valuable service by spreading the information on USMA throughout the country and by interesting outstanding high school boys in attending the Academy.

The number of electives being offered to the cadets will increase by 30% for the next academic year. This program should be carefully monitored to insure that the number and types of electives are consistent with the accomplishment of the Academy's mission.

RECOMMENDATIONS:

DA support the need for a cadet pay raise, but take no legislative action on a separate pay scale for cadets at this time.

The Superintendent continue to study ways to improve the motivation of a cadet toward a career in the United States Army. DA should support the USMA Product Appraisal Committee with data and information.

As a motivating factor the Superintendent consider the selection of branches by the First Class in September to allow for more branch oriented training during the last year at the Academy.

DA provide USMA additional FY 1965 O&MA funds for priority unfinanced projects.

DA support the reorganization of the Department of Physics and Chemistry into two separate departments.

DA give careful consideration to the retention of the 50th Engineer Company.

DA continue to support the USMA Admissions Program and to support the Superintendent's effort to have the Civilian Aides Conference and/or a JCOC type conference at West Point to inform prominent civilians on the U. S. Military Academy.

The Superintendent continue to monitor the electives program to insure that the number and types of electives contribute to accomplishment of the USMA mission.

The Superintendent continue to counsel those cadets who qualify for immediate graduate level education of the benefits of an intervening troop assignment.

APPENDIX D

FOURTH CLASS ACADEMIC YEAR

Subject	Contact Hours	Credit Hours
Mathematics	261	15
Engineering Fundamentals	176	5
Environment	88	5
English	90	5
Foreign Languages	90	5
Total Academic	705	35
Military Instruction	68	2.5
Physical Education	130	3
Total	903	40.5
Summer Military Training	543	
New Cadet Barracks		

STANDARD ACADEMIC PROGRAM

Mathematics

Analytic geometry, calculus, and linear algebra. Analysis of first and second degree equations in two and three variables using vector methods, foundations of the number system, functions of a single real variable, limits and continuity, controlled approximation, the derivative and its applications, introduction to differential equations, matrices and determinants, transformations of the plane, systems of linear equations, eigenvalues and eigenvectors, fundamental concepts of integral calculus.

Engineering Fundamentals

Earth measurements: Measuring horizontal and vertical distances. Analysis of sources of error and methods of adjusting errors. Graphics: Introduction to computers (digital), graphical techniques, applied geometry and pictorial representation, orthographic projections, size and shape description, descriptive and vector geometry, nomography and graphical mathematics.

Environment

Astronomy–Astronautics: Evolution, history, characteristics and motions of the solar system. History of space flight. Physical geography: Studies in geology, geomorphology, meteorology, and climatology. Map studies emphasized throughout. World geography: Study of the location of man and the way he adjusts to his habitat.

English

Grammar, punctuation, and diction; the summary and paraphrase; the paragraph; analysis, logic, exposition, research; diversified reading selections, including narrative poetry, drama, the short story, and the essay; preparation and presentation of various types of speeches.

Foreign Languages

Basic course in the language. Primary objectives: Speaking and understanding, with particular emphasis on oral work. Frequent use of the language laboratory and varied classroom exercises such as repetition drills, dialogues, short talks, and reading aloud.

ADVANCED STUDIES PROGRAM

Mathematics

Validates plane analytic geometry. Accelerates coverage of solid analytic geometry and differential calculus. Adds linear algebra and linear programming. Vector spaces and n-dimensional vectors, matrices and determinants, linear transformations, linear systems, quadratic forms, eigenvalues and eigenvectors, the general linear programming problem, the simplex computational procedure, computational procedure for solving the transportation problem, and variations of the transportation problem.

Completes integral calculus except multiple integrals.

Engineering Fundamentals

Prerequisite: College engineering drawing. First third of this course is the same as earth measurements given in the standard course. This is followed by: Introduction to computers (digital), advanced engineering graphics, advanced descriptive geometry, vector geometry, graphical arithmetic, algebra, empirical equations, nomography, and graphical calculus.

English

A study of the part played by American Literature in the development of our national character. Among the writers studied are Bradford, Edwards, Franklin, Jefferson, Emerson, Thoreau, Hawthorne, Poe, Whitman, Howells, James, Clemens, Crane, Sandburg, Frost, Benet, Hemingway, Steinbeck, and Faulkner.

Foreign Languages

Prerequisite: Successful completion of oral and written screening tests at the beginning of the Fourth Class year. Grammar review with audio-lingual emphasis, involving extensive use of pattern drills in language laboratory. Question and answer exercises, dialogues, short talks. Reading and discussion of modern works. Periodic themes. All classroom work in the foreign language.

STANDARD MILITARY PROGRAM

New Cadet Barracks

To instill discipline and a high sense of duty and honor in each new cadet. To indoctrinate each new cadet in the customs and traditions of the United States Military Academy and West Point and in the heritage of the Armed Forces of the United States. To instruct and train each new cadet so that he will be qualified to become a member of the Corps of Cadets at the conclusion of New Cadet Barracks. To train new cadets in basic individual military subjects.

Military Fundamentals

To familiarize the cadet with the mission and structure of the Armed Forces, basic operational concepts, and tactical principles. Scope includes: summary of general world situation, organization of Department of Defense and the Armed Services, Combat Arms capabilities and limitations, principles of organization, axioms of war, principles of offensive and defensive action, introduction to counterinsurgency operations, and basic techniques of map reading.

Military Heritage

To develop in the cadet appreciation of the history and traditions of the Armed Forces of the United States, with primary emphasis on the Army, and thereby instill in him a spirit of emulation and pride in the military profession; secondarily, to broaden his cultural background in the military art.

Physical Education

Instruction designed to develop basic elements underlying physical skills and personal requisites for military leadership. These aims are accomplished through participation in intramural or intercollegiate athletics and instruction in boxing, swimming, apparatus, and wrestling.

THIRD CLASS ACADEMIC YEAR

Subject	Contact Hours	Credit Hours
Mathematics	139	8
Chemistry	139	8
Physics	139	8
English	45	2.5
Foreign Languages	131	8
Social Sciences	90	5
Psychology	45	2.5
Total Academic	728	42
Military Instruction	49	1.5
Physical Education	83	1.5
Total	860	45
Summer Military Training	393	
Camp Buckner Training Program		

STANDARD ACADEMIC PROGRAM

Mathematics

Integral calculus: integration techniques, applications of integration, infinite series, and multiple integrals. Differential equations: standard types of first and second order, approximate numerical and series solutions. Statistics: fundamentals of probability theory, mathematical models, and basic statistical inference.

Chemistry

A study of the nuclear, atomic, and molecular structure of matter; bonding and energy changes with emphasis on fundamental concepts, principles, and theories. Laboratory exercises are designed to illustrate basic chemical discoveries.

Physics

College Physics for students of science and engineering, covering contemporary as well as classical concepts. Vector algebra and calculus are used throughout the course. A concurrent laboratory program stresses the scientific method.

English

Reading of and expository writing on selections from western world literature, with emphasis on man's relationship with God, nature, and his fellow man.

Foreign Languages

Continuation of first year courses, with increased stress on correct application of grammar. Periodic written themes. All work conducted in the foreign language. Series of lectures on cultural topics.

Psychology

Teaches the cadet the basic principles and concepts of general psychology, emphasizing their importance to him as a student and as a future military leader.

Social Sciences

Two undergraduate survey courses in the **History of Modern Europe: 1500 to 1900; and the History of the United States and Twentieth Century Europe**, stressing the development of an Atlantic Community.

ADVANCED STUDIES PROGRAM

Mathematics

Advanced calculus: functions of several variables, vector differential and integral calculus, line and surface integrals, divergence, and Stokes' Theorems. Differential equations: adds linear equations of higher order, Legendre's equation, Fourier Analysis, Wave Equation, and Laplace Transforms. Statistics: adds moments, moment generating functions, and derivations of the student-T and Chi-Square distributions.

Chemistry

Advanced Physics: An accelerated version of the standard physics course permitting more comprehensive coverage of certain subject areas. Includes a laboratory program.

Advanced inorganic chemistry: A study of special areas in inorganic chemistry. Experiments illustrate the reactions and mechanisms of ionic and covalent compounds.

Organic chemistry: A study of the principles of organic chemistry emphasizing reaction mechanisms, molecular structure, and chemical bonds. Laboratory projects illustrate behavior and identification of functional groups, and the preparation of organic compounds.

Foreign Languages

Prerequisite: First year advanced courses in the corresponding language. Greater use of audio-lingual techniques, talks, debates, and interpreter exercises. Reading of a wider field of literature by French, German, Spanish or South American writers. Greater emphasis upon the culture and history of the countries concerned.

Social Sciences

The history of Russia: Survey of Russian development from traditional to modern Soviet society. Middle East studies: A survey course of Middle East history, Islamic custom, and current problems. The history of U. S. foreign relations: Study of U. S. diplomacy from the Revolution to the present. Latin American studies: Historical survey with an analysis of current socio-political problems.

STANDARD MILITARY PROGRAM

Camp Buckner

An intensive training program for Third Classmen conducted at Camp Buckner to teach the tactical employment of the infantry rifle squad, the rifle and armored rifle platoon, tank and reconnaissance platoon, field artillery battery, combat engineer and signal corps units as part of the combined arms team; to provide familiarization firing of weapons; to continue development of individual soldier skills; to develop understanding of unit teamwork and small unit leadership; to provide basic orientation on supporting services; maintain high state of physical condition, appearance and esprit; to prepare cadets for upper class duties.

Military Fundamentals

To develop further the cadet's appreciation of the missions and structure of the Armed Forces, basic operational concepts, and tactical principles. Scope includes: review of roles and missions of Armed Forces, introduction to logistical principles and organization, tactical principles of offense and defense emphasizing the combined arms aspects and using the reinforced rifle and tank companies as models.

Military Heritage

To develop in the cadet appreciation of the history and traditions of the Armed Forces of the United States, and thereby instill in him a spirit of emulation and pride in the military profession; secondarily, to broaden his cultural background in the military art. Emphasis is placed on political, economic, and social influences on the development of the United States Armed Forces.

Physical Education

Instruction designed to foster carryover skills of individual and team sports to include handball, squash, tennis, basketball, volleyball. Instruction in physical training, leadership, participation in intramural or intercollegiate athletics.

SECOND CLASS ACADEMIC YEAR

Subject	Contact Hours	Credit Hours
Electrical Science	130	8
Atomic & Nuclear Physics	65	4
Mechanics of Fluids & Thermodynamics	130	8
Engineering Mechanics	64	4
Law	90	5
Economics; U. S. Government	90	5
Electives (2)	90	5
Total Academic	659	39
Military Instruction	66	2.5
Physical Education	68	1.5
Total	793	43
Summer Military Training	344	
June Training	(100)	
Army Orientation Training or New Cadet Barracks Detail	(244)	

STANDARD ACADEMIC PROGRAM

Electricity

DC and AC circuits: Basic circuit laws, complex impedance analysis, polyphase circuits, magnetism, and transformers.

Atomic and nuclear physics: Bohr Theory, spectra, solid state physics, nuclear reactions, radiations, and reactors.

Electronics and communications: Vacuum tube and transistor circuits, AM and FM modulation, radio, and radar.

DC and AC machinery: Generators, motors.

Mechanics of Fluids

Thermodynamics: Application of the first and second laws to the transfer and conversion of thermal and mechanical energy; thermodynamic processes and cycles. Includes 18 hours of laboratory work.

Fluid mechanics: Application of the laws of mechanics to liquids, vapors, gases. Includes 14 hours of laboratory work.

Mechanics of Solids

Engineering mechanics I: Statics and strength of materials. Static loads and resulting elastic and plastic action. Includes 2 hours of laboratory work.

Engineering mechanics II: Completion of strength to include 10 hours of laboratory work. Dynamics; application of laws of mechanics to moving bodies and analysis of resulting velocities, accelerations, and vibrations.

Law

Introduction to the rule of law, study of principles of the law of contracts, torts, property, agency and of persons, legal study of the Constitution, theory of crime and punishment, substantive criminal law, basic rules of evidence, military offenses, and trial procedure.

Social Sciences

Economic principles and problems: A survey course in basic economic principles and problems of public policy.

United States Government: A course in U. S. politics, emphasizing the organs and functions of the National Government, and including a subcourse in economics of national security.

ADVANCED STUDIES PROGRAM

Electricity

Circuit Theory: Basic theorems, complex variable, transform analysis, computers.

Field Theory: Maxwell's Equations, radio waves, antennas, microwaves, radar.

Atomic and Nuclear Physics: Standard course.

Electronics: Electronic circuit theory, modulation, noise, communications.

Energy Conversion: Coenergy, generalized machine analysis, introduction to servomechanisms.

Advanced Thermodynamics

Accelerated thermodynamics: A course for cadets who have demonstrated their desire and ability to proceed at a more rapid pace through the subject material of the standard thermodynamics course.

Classical thermodynamics: An erudite study of the first and second laws of thermodynamics and their consequences with emphasis on rigorous mathematical analysis of systems and media. Includes 10 hours of laboratory work.

Mechanics of Solids

Advanced engineering mechanics: A course for specially qualified cadets. Vector methods applied to statics, plus a more advanced coverage of strength of materials including 6 hours of laboratory work.

Vector mechanics: Completion of advanced strength of materials to include 8 hours of laboratory work. Vector approach to dynamics including advanced work in three-dimensional motion, gyroscopes, vibrations, and an introduction to advanced energy methods.

Social Sciences

Comparative economic systems: A study of the philosophical and theoretical bases of Capitalism, Socialism, and Communism and of problems in the actual operation of these economic systems.

Political philosophy: An introduction to the classic writings of western political thought, emphasizing the development of the concept of Constitutional Government and the values that underlie that concept.

STANDARD MILITARY PROGRAM

June Encampment

Training of Second Classmen conducted at West Point and nearby installations during June to familiarize the cadet with the roles and missions, organization, and developments of the Armed Forces. Instruction in map reading, methods of instruction, and physical education is conducted. Visits to Ft. Monmouth, N. J.; Air Defense sites; Navy Submarine School, New London, Conn.; and Stewart AFB, Newburgh, N. Y.

New Cadet Barracks Detail

Designed to further the leadership development and potential of each Second Classman assigned to this duty by placing him in a command position as a squad leader or administrative position and by requiring him to lead, instruct, counsel and administer groups of cadets and aid in the daily functioning of a cadet unit.

Army Orientation Training

Provides the Second Class cadet with a first-hand knowledge of the Army by having him assume and perform the duties and responsibilities of a small-unit leader at platoon level of a combat ready unit of the active Army for thirty days.

Military Fundamentals

To teach the cadet the organization of, and the support available to, the combined arms team using the reinforced battalion as a model. Scope includes: basic principles of the combat employment of the combined arms team using typical situations in the attack and defense, introduction to logistical problems of the combined arms team, the tactical implications of nuclear weapons on combat plans and operations.

Physical Education

Emphasis is placed on the further development of carryover skills through advanced instruction in golf, scuba, tennis, handball, squash, volleyball, basketball, and personal conditioning. Leadership training in intramural program as assistant coaches. Instruction in unarmed combat.

FIRST CLASS ACADEMIC YEAR

Subject	Contact Hours	Credit Hours
Civil Engineering	137	8
Ordnance Engineering	136	8
English	45	2.5
History of the Military Art	137	8
Contemporary Foreign Governments; Modern Asia; International Relations	120	8
Electives (2)	90	5
Leadership	55	2.5
Total Academic	720	42
Military Instruction	55	1.5
Physical Education	68	1
Total	843	44.5
Summer Military Training	324	
Combat Arms Orientation Tour	(80)	
New Cadet Barracks Detail or Camp Buckner Detail or Army Orientation Training	(244)	

STANDARD ACADEMIC PROGRAM

Civil Engineering

Primarily structural analysis and design plus concrete as a material. One term of truss analysis, influence lines, loadings, space frames, cables, and indeterminate structures by approximate methods, moment area and moment distribution. One term of steel and timber design in addition to a comprehensive analysis-design problem.

Ordnance Engineering

Coverage is given to sources of energy such as chemical, electrical, and nuclear types; ballistics including electronic computers, weapon system components, trajectories, flight stabilization, servomechanisms, guidance, fuzes, and terminal effects; propulsion including the rocket, gas turbine, spark and compression ignition engines, power transmission, engineering materials, land locomotion; weapon system design study including the development of parameters for and the analysis and design of a proposed weapon system. Integrated laboratory exercises are included.

English

Readings in the expository essay and the novel. Advanced expository writing and classroom conferences designed to develop further the student's ability in writing and speaking.

History of the Military Art

Evolution of the art of war, current and future trends. Study of the campaigns of Napoleon and preceding Great Captains, major 19th and 20th century wars, Korea and subsequent irregular operations. Stressed are: Changing military concepts, impact of technology; interrelationship of land, sea, and airpower; eminent leaders.

Social Sciences

Contemporary foreign governments: A comparative study of selected major contemporary political systems of Europe with the emphasis on the structures and functions of the elements that constitute each system.

History of Modern Asia: A comparative study of major Asian societies and the synthesis resulting from western impact.

International relations: The study of world politics with emphasis on dynamic forces changing the relationships among nations in the post-World War II era.

Electives

Two one term elective courses complete the standard academic program.

ADVANCED STUDIES PROGRAM

Civil Engineering Honors Course

By weekly meetings with an advisor, very capable cadets accelerate their study of the standard course material. Emphasis is on individual study and research. The time gained is used to cover advanced topics of cadet choice or to accomplish an individual analytical and/or laboratory project in a related field.

Introduction to Nuclear Engineering

Offered to selected cadets in lieu of the standard course in civil engineering. A study of the principles of nuclear engineering, as related to analysis and design of nuclear reactors and nuclear power plants. Scope includes reactor design, reactor shielding, methods of reactor control, principles of coolant flow and heat transfer, structural design of reactor vessels, design of core components, and an analysis and design problem involving a nuclear power plant.

FOUR YEAR SUMMARY

Contact Hours:

Academic	2812
Military	1917
Physical Education	349
Total	5078

Credit Hours:

Academic	158
Military	8
Physical Education	7
Total	173

Average weekly classroom hours – 22

STANDARD MILITARY PROGRAM

Combat Arms Orientation Tour

To provide training in the tactics, techniques, and developments of the infantry, armor, artillery and engineers through a two week orientation trip to Fort Knox, Ky.; Fort Bliss, Tex.; Fort Sill, Okla.; Fort Benning, Ga.; and Fort Belvoir, Va.

New Cadet Barracks–Camp Buckner Detail

Command and instruction experience to expand leadership training through assignment to command and instructor positions as members of the detail receiving and training new cadets or conducting training at Camp Buckner for the Third Class.

Army Orientation Training

Provides the First Class cadet with a first-hand knowledge of the Army by having him perform the duties of a platoon leader of a combat ready unit of the Active Army for a period of thirty days.

Military Fundamentals

To provide a vehicle for focusing the cadet's total military intake on the major pertinent features of the existing military situation; includes major counterinsurgency component; deployments and contingent tasks of armed forces; U. S. and Soviet military developments and trends.

Staff Study

To give the cadet practice in analysis of military problem, emphasizing development of logical, supported conclusions.

Military Leadership

Provides the cadet a broad understanding of leadership as a phenomenon of human behavior. Covers leadership theory, the functions of management, management of men.

Physical Education

Emphasis is placed on leadership development. Cadets administer and coach intramural teams, officiate at intramural contests, and serve as Assistant Gym Instructors. Instruction in carryover sports and skills.

APPENDIX E

ELECTIVE COURSES - AY 1964-1965

Math-Science-Engineering

Advanced Calculus I

Advanced Calculus II (Complex Variable)

Advanced Structural Analysis

Automotive Engineering

Design of Concrete Structures

Differential Equations (Intermediate)

Digital Computers

Electronic Circuits

Engineering Materials II

Gas Dynamics

Graphical Computations

Individual Engineering Project

Individual Ordnance Project

Introduction to Theoretical Physics I & II

Linear Algebra and Linear Programming

Nuclear Physics

Nuclear Reactor Theory

Numerical Analysis with Digital Computation

Social Sciences-Humanities

American Literature of the Nineteenth Century

American Military Institutions and Manpower

Comparative Economic Systems

Contemporary Literature

English Literature from the Beginning to 1660

English Literature from 1660 to the Present

Evolution of Modern Warfare

French I, II and Seminars I, II

German I, II and Seminars I, II

History of Russia

History of U. S. Foreign Relations

International Law

Latin American Studies

Managerial Psychology

Management Engineering

Middle Eastern Studies

Military History of Insurgency and Counterinsurgency

National Security Problems

Elective Courses - Continued

Math-Science-Engineering

Physical Chemistry I & II

Power Circuits and Machinery

Quantum Mechanics

Soil Mechanics

Solid State Electronics

Space Mechanics

Strength of Materials

Social Sciences-Humanities

The Novel

Political Philosophy

Portuguese I and II

Problems of the Developing Nations

Russian I and II

Shakespeare

Sociology

Spanish I, II and Seminars I, II

Twentieth Century Warfare

APPENDIX F

LECTURE PROGRAM, AY 1964-1965

Lectures sponsored by the various activities at the Military Academy are coordinated by the Dean of the Academic Board. In almost every case the lecture is an integral part of the course of instruction of the attending class or classes (shown in parentheses).

A list of the visiting lecturers for the academic year 1964-1965 is shown below:

Office of the Dean:

General Sir Reginald Hewetson, Kermit Roosevelt Lecturer, "British Strategy in the Far East and the Tasks of the Land Forces"

Department of Earth, Space, and Graphic Sciences:

Dr. John H. Heller, Director of New England Institute for Medicine and Research, Ridgefield, Conn., "Man's Exploration of Space" (Fourth)

Department of Electricity:

Col Robert B. Burlin, Director of Army Nuclear Power Program, "The Army Nuclear Power Program and Nuclear Power Technology in Practice" (Second)

Department of English:

Dr. Theodore Hornberger, Professor of English, University of Pennsylvania, "Benjamin Franklin" (Fourth)

Miss Harper Lee, Author, "The American Novel" (Fourth)

Maj Gen Charles E. Saltzman, Retired, Goldman Sachs & Co., New York City, "The Need to Understand the National Character" (Selected Fourth Classmen)

Lecture Program - Continued

Department of Foreign Languages:

Lt Col Proske, Military Attache, Embassy of the Federal Republic of Germany, "Experience on the Eastern Front in WW II" (Selected Third Classmen - German)

Professor Francis Millet Rogers, Professor of Romance Languages, Harvard University, "Os Acores" (Third - Portuguese)

Mr. J. Habert, Director, "France Amerique" New York, "Souvenirs francais aux Etats-Unis" (Third - French)

Mr. Nicholas Fersen, Russian Instructor, Williams College, "The Vlasov Movement" (Third - Russian)

Dr. Guido Brunner, 2d Secretary, German Observer to United Nations, "German Youth Today" (Selected Third Classmen - German)

M. Pierre Brodin, Director, Lycee Francais de New York, "Le systeme d'education francais" (Third - French)

Department of Law:

Professor Harold J. Berman, Harvard University, "Soviet Legal System" (Second)

Mr. Michael H. Cardozo, Executive Director of American Law Schools, "The Influence of the Executive in Cases Involving International Law" (Selected First and Second Classmen)

Department of Mechanics:

Dr. J. P. Den Hartog, Professor of Mechanical Engineering, MIT, "Mechanical Vibrations" (Second)

Mr. James E. Webb, Administrator, NASA, "Challenge of the Space Age" (Second and Selected First and Third Classmen)

Mr. J. J. Cornish III, Aerophysics Department, Mississippi State University, "Low Speed Aerodynamics" (Second)

Lecture Program - Continued

Department of Mechanics - Cont.

Dr. Edward F. Byars, Professor and Chairman, Department of Theoretical and Applied Mechanics, University of West Virginia, "Mechanics of Materials in Everyday Life" (Second)

Department of Military Art and Engineering:

Mr. Charles B. MacDonald, Office of Military History, Department of the Army, "The Battle of the Huertgen Forest" (First and Selected Second Classmen)

Brig Gen D. V. Bennett, Director, Strategic Plans and Policy, DCSOPS, Washington, D. C., "Current Revolutionary Conditions" (Selected First and Second Classmen)

Maj Gen Charles J. Timmes, Chief of Programs, ODCS Personnel, Washington, D. C., "Vietnam" (Selected First and Second Classmen)

Department of Ordnance:

Dr. William F. Loranger, Technical Director, Picker X-Ray Corporation, "X-Ray Diffractometry" (Selected First Classmen)

Department of Social Sciences:

Professor Morton Halperin, Harvard University, "Limited War" (Selected First and Second Classmen)

Mr. Arthur W. Barber, Department of Defense, Deputy Assistant Secretary of Defense, "Problems of Arms Control" (Selected First and Second Classmen)

Professor Philip E. Mosely, Columbia University, "European Integration" (First)

Mr. Robert Stone, Vice President, New York Federal Reserve, "Federal Reserve Monetary Policy" (Second)

Mr. Jira Tokuyama, Director of Public Affairs, Japan Trade Center, New York City, "Modernization in Japan" (First)

Lecture Program - Continued

Department of Social Sciences - Cont.

Honorable Solis Horwitz, Department of Defense, "Problems of Department of Defense Organization" and "New Challenges to Military Professionalism" (Selected First and Second Classmen)

Mr. A. A. Cohen, U. S. Government, CIA, "Chinese Communistic Ideology" (First)

Professor Leo Gershoy, New York University, "French Counter-insurgency Tactics in Algeria" (Third)

Honorable Robert Roosa, Department of the Treasury, "Our Balance of Payments in Perspective" (Second)

Mr. Burke Marshall (Formerly U. S. Department of Justice), "Civil Rights" (Selected Second and Third Classmen)

Mr. Richard Fenton, Charles Pfizer Corporation, "Some Economic Aspects of International Relations" (First and Selected Second and Third Classmen)

Professor E. R. May, Harvard University, "The U. S. as a Colonial Power" (Third and Selected First and Second Classmen)

Professor Arthur Whitaker, University of Pennsylvania, "Revolutionary Nationalism in Latin America" (Selected First, Second and Third Classmen)

Professor Richard Neustadt, Columbia University, "The American Presidency" (Second and Selected Third Classmen)

Professor S. P. Huntington, Harvard University, "U. S. Defense Policy Since 1961" (Selected First and Second Classmen)

Professor Allan Holmberg, Cornell University, "The Vicos Project and Community Development in Latin America" (Selected First, Second and Third Classmen)

Honorable Joseph Califano, Special Assistant to Deputy Secretary and Secretary of Defense, "Problems of Department of Defense Organization" (First and Selected Second Classmen)

Department of Social Sciences - Cont.

Professor A. J. Meyer, Harvard University, "Economic Development in the Middle East" (Selected First, Second and Third Classmen)

Professor Jacob C. Hurewitz, Columbia University, "Role of the Military in Middle Eastern Politics" (Selected First, Second and Third Classmen)

Professor David Zagoria, Columbia University, "Sino-Soviet Split" (First and Selected Second and Third Classmen)

Professor Hans Kohn, New York University, "Nationalism" (Third)

Professor Roger Hilsman, Columbia University, "The Ambassador and the Country Team" (Selected First and Second Classmen)

Col James H. Hayes, Office of Assistant Secretary of Defense (Systems Analysis), "Systems Analysis in the Department of Defense" (Second and Selected Third Classmen)

Dr. John Plank, Brookings Institute, "Problems of Political Development" (Selected First, Second and Third Classmen)

Dr. William Niskanen, Director of Political and Economics Section, Institution for Defense Analysis, Washington, D. C., "Corps Force Case Study" (Second)

Lady Barbara Ward Jackson, Author and Commentator, "The Changing International Milieu" (Selected First, Second and Third Classmen)

Professor Louis Hartz, Harvard University, "The Philosophes" (Selected First, Second and Third Classmen)

Mr. William C. Sullivan, Federal Bureau of Investigation, Washington, D. C., "Communism in the United States" (Second)

Professor Henry Graff, Columbia University, "The Changing Shape of the American Past" (Third)

Lecture Program - Continued

Department of Tactics:

Lt Col John H. Cushman, National War College, "Pacification Operations in 21st Infantry Division (ARVN)" (First)

Maj Gen W. P. Yarborough, Commanding General, Special Warfare Center, Fort Bragg, N. C., "Special Forces Employment and Capabilities in Counterinsurgency Operations" (First)

Col Donald Blackburn, DCSOPS, "U. S. Army World-Wide Counter-insurgency Operations" (First)

Dr. Sidney J. Parnes, Director of Creative Education, New York State University, Buffalo, "Creativity in Management" (First)

Maj D. R. Hughes, DCSOPS, "A Chapter of Military Heritage-Chorwon 1951" (Fourth)

Col S. C. Meyer, OCR&D, Department of Army, "United States Research and Development Program" (First)

Lt Gen Alfred Starbird, Division of Defense Communications Agency, "Management in the Military" (First)

Lt Col E. L. Hardin, Jr., Operations Directorate, DCSOPS, "Current Deployment of United States Army Combat Units: Their Missions and Contingency Tasks" (First)

Col N. Valeriano, Retired, Philippine Army, "The Anti-Huk Campaign in the Philippines" (Selected First Classmen)

Rear Admiral David V. Bell, NATO, "SACLANT" (First)

Dr. B. B. Fall, Political Science Department, Howard University, "French Counterinsurgency Tactics during the Indo-China War" (Selected First Classmen)

Lt Col Robert H. Frequelin, French Liaison Officer, Army Infantry School, Fort Benning, Ga., "The French Army" and "French Counterinsurgency Tactics in Algeria" (First)

Lecture Program - Continued

Department of Tactics - Cont.

Maj Gen George E. Pickett, Chief, Officer Personnel Directorate, "Officer Assignments and Career Planning" (First)

Col Allen E. Younger, British Liaison Officer to USAC&GSC, "The British Army" (First)

Col George P. Seneff, 11th Avn Gp, Fort Bragg, N. C., "11th Air Assault Division" (First)

Maj James Drewry, ACSI, Department of the Army, "Soviet and Red Chinese Army" (First)

Capt D. Panzer, Fort Sill, Oklahoma, "Nuclear Weapons Effects" (Second)

Lt Col Vann, U. S. Army, Retired, "The American Advisory Effort in Vietnam" (Selected First and Second Classmen)

Brig Gen S. L. A. Marshall, U. S. Army, Retired, "A Seminar on Leadership" (Selected First Classmen)

Gen Creighton W. Abrams, Vice Chief of Staff, U. S. Army, "The Leadership Challenge" (First)

Office of Military Psychology and Leadership:

Dr. Paul V. Johnson, Chairman, Industrial Relations Committee, Purdue University, "Trends in Labor Management Relations" (Selected First, Second and Third Classmen)

Professor Charles R. Darby, Florida Atlantic University, "Psychology" (Selected Third Classmen)

Dr. George K. Bennett, President, Psychological Corporation, New York City, "Psychology in Business and Industry" (Selected First Classmen)

APPENDIX G

DEGREES HELD BY ACADEMIC FACULTY MEMBERS
(HIGHEST)

	Baccalaureate	1st Professional	Master	2d Professional	Doctorate
OFFICE OF THE DEAN	1		5		1 (1)*
ACADEMIC COMPUTER CENTER	2		1 (2)*	2 EE	(1)*
DEPARTMENTS OF:					
ES&GS	2		30 (2)*		2 (2)*
ELECTRICITY			23		4 (1)*
ENGLISH	2	(1)*Prof Diploma Engl	26 (1)*		4 (9)*
FOREIGN LANGUAGES	23	1 LLB	16 (18)*	(1)*For L	3 (2)*
LAW		11 LLB		2 (1)*LLM	
MATHEMATICS	15		33 (5)*		1 (8)*
MECHANICS			24	1 Hydr Engr	3 (2)*
MILITARY ART & ENGINEERING	8		19 (1)*		3 (3)*
ORDNANCE			16	(2)*Indus Engr	
PHYSICS & CHEMISTRY			29		2 (7)*
SOCIAL SCIENCES	3	1 LLB	34 (3)*		8 (16)*
TOTAL	56	13 (1)*	x256 (32)*	5 (4)*	31 (52)*

*Numbers in parentheses indicate degrees for which faculty members are presently working.
xIn addition, 25 faculty members hold second Masters Degrees.

APPENDIX H

RESUME OF FACULTY ACTIVITIES

Office of the Dean

Brigadier General William W. Bessell, Jr.,
Dean of the Academic Board (until 31 May 1965)
Brigadier General John R. Jannarone,
Dean of the Academic Board (1 June 1965)

Accompanied Superintendent to United States Air Force Academy, Colorado Springs, Colo. (27-29 Jul 64)

Represented USMA at the dedication of the Samuel I. Newhouse Communications Center, Syracuse University, Syracuse, N. Y. (4-7 Aug 64)

Represented USMA at annual meeting of the American Council on Education, San Francisco, Calif. (29 Sep-2 Oct 64)

Attended testimonial dinner for Dr. Samuel B. Gould, State University of New York, Albany. (27 Oct 64)

Attended meeting of the College Entrance Examination Board, New York City. (28 Oct 64)

Attended meeting of New York State Advisory Council for the Advancement of Industrial Research and Development, University of Rochester, Rochester, N. Y. (9-10 Nov 64)

Attended annual meeting of the AUSA, Washington, D. C. (16-18 Nov 64)

Attended annual conference of the American Ordnance Association, New York City. (2 Dec 64)

Attended annual conference of the Middle States Association of Colleges and Secondary Schools, Atlantic City, N. J. (3-5 Dec 64)

Attended 21st Annual Meeting of the American Conference of Academic Deans, St. Louis, Mo. (11 Jan 65)

Office of the Dean (cont.)

Attended 51st Annual Meeting of the Association of American Colleges, St. Louis, Mo. (12-14 Jan 65)

Visited Command and General Staff College, Fort Leavenworth, Kan. (15 Jan 65)

Attended the 20th Annual National Conference on Higher Education, Chicago, Ill. (7-9 Mar 65)

Attended conference of Service Academy Superintendents, U. S. Naval Academy, Annapolis, Md. (13-15 Apr 65)

Brigadier General John R. Jannarone,
Dean of the Academic Board (as of 1 June 1965)

Attended annual meeting of the American Society of Engineering Education, Illinois Institute of Technology, Chicago, Ill. (21-23 Jun 65)

Department of Earth, Space, and Graphic Sciences

Colonel C. R. Broshous,
Professor and Head of Department

Director of the Expansion Planning and Control Group. (Continuing)

Accompanied Inspection Team of Office of Chief of Engineers of New England Division Command. (31 Mar-2 Apr 65)

Colonel W. W. Watkin, Jr.,
Professor

Member of the Technical Advisory Panel, Temporary State Commission on Water Resources Planning for the State of New York in Albany. (Continuing)

Accompanied Chief of Engineers on Command Inspection of North Pacific Division, Corps of Engineers, Wallawalla, Wash. (25 Aug-1 Sep 64)

Department of Earth, Space and Graphic Sciences (cont.)

Attended New England Intercollegiate Geology Conference at Chestnut Hill, Mass. (2-4 Oct 64)

Attended annual Delaware River Basin Water Reserve Conference, Buck Hill Falls, Pa.; visited Neversink Watershed, Downsville, N. Y., and Pepocton Reservoir, Wurtsboro, N. Y. (18-21 Oct 64)

Attended regional meeting of Regional Plan Association of New York-New Jersey Metropolitan Region, New York City. (9 Nov 64)

Attended public hearings of Joint Legislative Committee on Natural Resources held at Bear Mountain State Park, N. Y. (19-20 Nov 64)

Attended conference on Patterns for Progress in the Mid-Hudson Region at State University College of New Paltz. (5 Dec 64)

Attended year-end meeting of the Temporary Commission on Water Resources Planning in Albany, N. Y. (10 Dec 64)

Accompanied Chief of Engineers on command inspection of the Ohio River District. (1-7 Mar 65)

Attended the national convention of the Association of American Geographers, Columbus, Ohio. (18-22 Apr 65)

Attended Governor's luncheon followed by conference, Mount St. Mary's College. Invitation of Newburgh Chamber of Commerce. (27 May 65)

Attended meeting at the College of the City of New York concerning the problems of water supply for the New York Metropolitan Region. (3 Jun 65)

Department of Electricity

Colonel E. C. Cutler, Jr.,
Professor and Head of Department

Attended Northeast Electronic Research Engineering meeting, Boston, Mass. (4-6 Nov 64)

Department of Electricity (cont.)

Attended meeting on Semiconductor Electronics Education, New York, N. Y. (9 Nov 64)

Represented USMA at the inauguration of Very Reverend William L. Reilly, S. J., as President of LeMoyne College, Syracuse, N. Y. (10 Nov 64)

Conferred with the Director of the School of Electrical Engineering and other staff members at Georgia Institute of Technology, Atlanta, Ga. (2-4 Feb 65)

Attended Patterson Memorial Award Ceremony, New York City. (12 Feb 65)

Attended Institute of Electrical and Electronic Engineers Convention, New York City. (22-26 Mar 65)

Attended New York State Section, American Physical Society meeting, Yorktown Heights, N. Y. (9-10 Apr 65)

Attended American Society for Engineering Education annual meeting, Chicago, Ill. (21-25 Jun 65)

Presided at annual meeting of 76th Infantry Division Association, New York City. (26 Jun 65)

Lieutenant Colonel E. A. Saunders,
Professor

Attended meeting on Semiconductor Electronics Education, New York City, N. Y. (9 Nov 64)

Presented seminar on "Radiation Damage in Semiconductors" to staff and faculty, RPI, Troy, N. Y. (22 Oct 64)

Attended NASA conference on Research Projects, Kansas City, Mo. (1-3 Mar 65)

Department of English

Colonel R. K. Alspach,
Professor and Head of Department

Attended convention of Modern Language Association of America, New York City. (27-29 Dec 64)

Attended convention of American Folklore Society, New York City. (27-29 Dec 64)

Colonel E. V. Sutherland,
Professor and Head of Department

Attended conference at U. S. Army Special Warfare Center, Fort Bragg, N. C. (6-9 Dec 64)

Attended convention of American Folklore Society, New York City. (27-29 Dec 64)

Delivered Founder's Day Address to West Point Society, Philadelphia, Pa. (20 Mar 65)

Department of Foreign Languages

Colonel W. J. Renfroe, Jr.,
Professor and Head of Department

Research on the "Life and Works of Alfred de Vigny." (Continuing)

Attended Fifth Armed Forces Television Conference and the Army Audio-Visual Conference, Washington, D. C. (2-4 Nov 64)

Visited the United States Air Force Academy, Colorado Springs, Colo., for orientation on their foreign language facilities and methods. (15-18 Nov 64)

Visited the Defense Language Institute, West Coast Branch, Presidio of Monterey, Calif., for orientation on their foreign language facilities and methods. (18-20 Nov 64)

Department of Foreign Languages (cont.)

Attended Modern Language Association of America meeting in New York. (27-29 Dec 64)

Attended meeting of the Nominating Committee, Association of Graduates, Washington, D. C. (11 Feb 65)

Attended annual Indiana University-Purdue University Foreign Language Conference, Bloomington, Indiana. (11-13 Mar 65)

Attended Northeast Teachers' Conference on the Teaching of Foreign Languages, New York City. (9-10 Apr 65)

Represented USMA at the inauguration of the President of Bucknell University, Lewisburg, Pa. (1 May 65)

Lieutenant Colonel S. Willard,
Professor

Study and research in Portugal, France, Belgium, and Switzerland. (11 Jun-12 Aug 64)

Attended symposium on Unamuno, Vanderbilt University, Nashville, Tenn. (2-8 Sep 64)

Attended Inter-agency Language Round Table, Syracuse University Conference Center, Sagamore, New York. (8-11 Oct 64)

Attended annual meeting of the Society for the History of Discoveries, Salem, Mass. (14 Nov 64)

Delivered graduation address to Air Force Chinese Language Course, Institute of Far Eastern Languages, Yale University, New Haven, Conn. (24 Nov 64)

Attended Modern Language Association of America meeting in New York. (27-29 Dec 64)

Attended annual meeting of The Medieval Academy of America, Brown University, Providence, R. I. (9-10 Apr 65)

Department of Law

Colonel F. C. Lough,
Professor and Head of Department - Staff Judge Advocate

Attended Judge Advocate General Conference, Charlottesville, Va. (14-17 Sep 64)

Represented USMA at dedication of three new buildings at St. John's University, Jamaica, N. Y. (27 Apr 65)

Department of Mathematics

Colonel C. P. Nicholas,
Professor and Head of Department

Liaison trip to United States Air Force Academy, Colorado Springs, Colo. (27-29 Jul 64)

Represented Superintendent at Centennial Convocation at Worcester Polytechnic Institute, Mass. (8-9 Oct 64)

Represented Superintendent at inauguration of new president at Vassar College, Poughkeepsie, N. Y. (16 Oct 64)

Colonel J. S. B. Dick,
Professor

Attended annual meeting of Mathematical Association of America at Amherst, Mass. (24-26 Aug 64)

Visited RPI for consultations with faculty and student officers on curriculum for incoming instructors. (27 Aug-15 Oct 64)

Represented USMA at investiture of Jacob I. Hartstein as first President of Kingsborough Community College, City University of New York. (25 Mar 65)

Acted as reader of the Advanced Placement Tests in Mathematics, administered by the Educational Testing Service, Rider College, Trenton, N. J. (13-18 Jun 64)

Department of Mechanics

Colonel E. R. Heiberg,
Professor and Head of Department

Coordination visit to United States Air Force Academy, Colorado Springs, Colo. (27-29 Jul 64)

Faculty representative at National Collegiate Athletic Association annual meeting, Chicago, Ill. (10-13 Jan 65)

USMA representative at MacArthur Memorial, Norfolk, Va. (26-27 Jan 65)

Examined personnel records, Washington, D. C. (20 Apr 65)

Visited research facilities at the Wright Aeronautical Division of the Curtiss-Wright Corporation, Wood-Ridge, N. J. (12 May 65)

Attended and participated in the annual meeting of the American Society of Engineering Education, Chicago, Ill. (21-25 Jun 65)

Colonel H. R. Fraser,
Professor

Attended annual meeting of the American Society of Engineering Education, Orono, Me. (22-26 Jul 64)

Temporary duty in Ethiopia on special mission for the Commanding General, STRICOM. Visited von Karman Institute for Fluid Dynamics, Brussels, Belgium. Made technical visit to Suez Canal. (17 Sep-17 Oct 64)

Attended annual meeting of American Society of Mechanical Engineers, New York, N. Y. (1-3 Dec 64)

Presented briefing on "Product Appraisal" to Major General Robert F. Seedlock, Director of Military Personnel, OPO. (18-19 Feb 65)

Department of Mechanics (cont.)

Delivered Founder's Day Addresses at Maxwell Air Force Base, Ala., and New Orleans, La. (19-20 Mar 65)

Attended and participated in the annual meeting of the American Society of Engineering Education, Chicago, Ill. (21-25 Jun 65)

Department of Military Art and Engineering

Colonel C. H. Schilling,
Professor and Head of Department

Attended annual meeting, American Society for Engineering Education, University of Maine. (22-26 Jun 64)

Attended conference on Design of Experiments, Research and Development Office, Washington, D. C. (2-6 Nov 64)

Visited Rutgers University reference educational aids and academic building design and construction. (17 Nov 64)

Attended conference, IBM Education Center, Poughkeepsie, N. Y. (16-17 Dec 64)

Participated in special project on Use of Computers and Mathematical Techniques in Engineering Design, University of Michigan, sponsored by National Science Foundation and the University of Michigan. (6 Jun-7 Aug 65)

Lieutenant Colonel T. E. Griess,
Professor

In attendance at Duke University pursuing studies in history leading to the Ph. D.

Department of Ordnance

Colonel J. D. Billingsley,
Professor and Head of Department

Attended course in Modern Engineering at University of California, Los Angeles. (14 Jun-24 Jul 64)

Visited United States Army Tank Automotive Center, Detroit, Mich. (21-25 Sep 64)

Attended meeting on Research and Education, Rochester, N. Y. (9-10 Nov 64)

Attended American Ordnance Association meeting, New York, N. Y. (2 Dec 64)

Attended Mid-Atlantic Sectional Meeting of the American Society for Engineering Education, Brooklyn, N. Y. (5 Dec 64)

Visited Picatinny Arsenal, Dover, N. J. (1 Feb 65)

Visited Watervliet Arsenal, Watervliet, N. Y. (2 Feb 65)

Visited Frankford Arsenal, Philadelphia, Pa. (8 Feb 65)

Visited Springfield Armory, Springfield, Mass. (16 Feb 65)

Visited Aberdeen Proving Ground, Md. (15 Mar 65)

Interchange information on curriculum and coordination Aberdeen Proving Ground (First Class Trip), United States Naval Academy and Aberdeen Proving Ground, Md. (30 Mar-1 Apr 65)

Attended Eastern Colleges Science Conference at Danbury State College, Danbury, Conn. (1 May 65)

Department of Ordnance (cont.)

Attended Columbia Engineering Centennial Symposium, Columbia University, New York City. (4-6 May 65)

Attended demonstration at Aberdeen Proving Ground for First Class, USCC, Aberdeen Proving Ground, Md. (31 May-1Jun 65)

Department of Physics and Chemistry

Colonel J. R. Jannarone,
Professor and Head of Department (to 31 May 65)

Attended annual meeting of American Society for Engineering Education, University of Maine, Orono, Me. (25-30 Jun 64)

Represented USMA at convocation at Susquehanna University, Selinsgrove, Pa. (19 Sep 64)

Represented USMA at Tercentenary Symposium, Brown University, Providence, R. I. (28-29 Sep 64)

Consulted with school authorities on USMA student-instructor activities at RPI. (15 Oct 64)

Attended State University of New York Testimonial Dinner for Dr. Samuel B. Gould. (27 Oct 64)

Attended Centennial Program, School of Engineering and Applied Science, Columbia University. (18 Nov 64)

Attended annual conference of American Ordnance Association. (2 Dec 64)

Attended annual conference of the Middle States Association of Colleges and Secondary Schools. (3-5 Dec 64)

Visited IBM Educational Center to witness demonstration of latest computer developments. (16-17 Dec 64)

Department of Physics and Chemistry (cont.)

Attended 21st Annual Meeting of American Conference of Academic Deans. (11 Jan 65)

Attended 51st Annual Meeting of Association of American Colleges. (12-14 Jan 65)

Visited Command and General Staff College. (15 Jan 65)

Attended School of Business Administration 1965 Institute for Academic Deans, Harvard University. (7-12 Feb 65)

Attended meeting of National Conference on Higher Education, Chicago, Ill. (7-10 Mar 65)

Attended conference of Service Academy Superintendents, United States Naval Academy, Annapolis, Md. (13-15 Apr 65)

Represented USMA at the Sylvanus Thayer Ceremonies, Braintree, Mass. (24 Apr 65)

Represented USMA at the inauguration of Dr. Samuel B. Gould as President of State University of New York. (13 May 65)

Lieutenant Colonel D. G. MacWilliams,
Professor and Head of Department (as of 1 Jun 65)

In attendance at Rensselaer Polytechnic Institute pursuing studies in chemistry leading to the Ph. D. (Continuing)

Department of Social Sciences

Colonel G. A. Lincoln,
Professor and Head of Department

Working for the Agency for International Development for the Honorable David Bell. Colonel Lincoln is assessing the impact of American aid to Latin American countries. (Continuing)

Presented commissions to ROTC graduates, University of Colorado, Boulder, Colo. (4-6 Jun 64)

Department of Social Sciences (cont.)

Attended Army War College Strategy Seminar. (9-12 Jun 64)

Colonel A. A. Jordan, Jr.,
Professor

Continuation of sabbatical with United States Embassy - India. (1 Jun-9 Jul 64)

Attended symposium on National Security, DOD, Washington, D. C. (9-12 Sep 64)

Attended meeting of the Asia Society. (28 Oct 64)

Attended meeting of the Council on Foreign Relations Study Group on Japan - United States Relations. (4 Nov 64)

Participated in a conference on Political Development at University of Pennsylvania, Wharton School of Finance and Commerce. (11-12 Nov 64)

Consulted with DOD, Washington, D. C. (15-17 Nov 64)

Attended meetings of Council on Foreign Relations. (17, 30 Nov 64; 6 Jan; 3, 10, 17 Feb; 3 Mar; 4 May; 4, 9, 21 Jun 65)

Spoke to Ulster County High School Star Seniors. (12 Dec 64)

Visited the Hudson Institute, Harmon-on-Hudson, accompanied by approximately 36 cadets. (14 Dec 64)

Met with His Excellency Sardar Swaran Singh, Minister of External Affairs, India. (15 Dec 64)

Consulted with various government agencies about USMA lectures and course materials. (7-8 Jan 65)

Attended a special dinner in honor of the Japanese Prime Minister. (14 Jan 65)

Department of Social Sciences (cont.)

Talked on Asia to the Dutchess County Senior Seminar at Vassar College. (16 Jan 65)

Attended a faculty seminar at Columbia University, New York City. (26 Jan 65)

Spoke at the Army War College, Carlisle, Pa., subject: "Military Assistance." (9 Feb 65)

Lectured at the National War College and also consulted with DA officials regarding Department of Social Sciences affairs. (7-9 Mar 65)

Participated in seminar conducted at Arden House by Columbia University. (12-14 Mar 65)

Gave Founder's Day Address, Buffalo, N. Y. (27 Mar 65)

Attended annual conference of the Association for Asian Studies. (31 Mar-4 Apr 65)

Lectured at Columbia University faculty seminar. (20 Apr 65)

Attended seminar on the Problems of Peace, Columbia University. (11 May 65)

Attended meeting - The Asia Society. (15 May 65)

Department of Tactics

Colonel Frank J. Kobes, Jr.,
Professor and Director of Office of Physical Education

Presented a talk on "Safety in Athletics" to the Army-Wide Safety Conference at Fort Knox, Ky. (13-14 Oct 64)

Presented a talk on "The Value of Physical Activity in the Growth of Young People" to the Bay State Society for Crippled and Handicapped Children at Boston, Mass. (20-21 Oct 64)

Department of Tactics (cont.)

Presented a talk on "Physical Education and Athletics in the Educational Environment" to the fall meeting of the Southern Zone of the New York State Teachers' Association at Bronxville, N. Y. (23 Oct 64)

Spoke to graduate physical education students at Orange County Community College on the "Physical Education Program at USMA." (29 Oct 64)

Guest speaker at athletic banquet for Clarkstown High School, New City, N. Y. (10 Nov 64)

Presented a talk on "Physical Education in the Modern Day Curriculum" to the annual convention of the Pennsylvania State Health, Physical Education, and Recreation (HPER) Committee at Pittsburgh, Pa. (11 Dec 64)

Presented a talk on "Leadership Development through Athletic Activity" to the annual meeting of the Association of Sports Medicine at Dallas, Tex. (16-20 Mar 65)

Attended conference of Service Academy Superintendents at Annapolis, Md. (12-15 Apr 65)

Participated in the meeting of the National YMCA Physical Education Executive Committee at New York City, N. Y. (26 Apr 65)

Was host for the annual convention for the Southeastern Zone of New York State Association of HPER at West Point, N. Y. (8 May 65)

Presented a talk on "Depth Dimensions of Physical Fitness" to physical education majors and graduate students at Rutgers University. (18 May 65)

Dr. Alfred C. Werner,
Associate Director for Upperclass Instruction

Attended the convention of the Eastern District of the American Association of HPER in New York City, N. Y. (9-12 Apr 65)

Department of Tactics (cont.)

Attended the convention of the National Association of Physical Education for Men at Minneapolis, Minn. (6-9 Jan 65)

Visited the University of Wisconsin to consult on their physical education graduate program. (21-23 Jun 65)

Mr. John B. Kress,
Associate Director for Specialized Instruction

Presented a talk on "Posture Education" to the fall meeting of the Southern Zone of the New York State Teachers' Association at Bronxville, N. Y. (23 Oct 64)

Mr. Robert E. Sorge,
Associate Director for Fourth Class Instruction

Attended the board meeting of Council for National Cooperation in Aquatics in New York City, N. Y. (12 Jan 65)

Mr. Joseph M. Palone,
Associate Director for Intramural Athletics and Varsity Soccer Coach

Attended the National Soccer Coaches' Association Conference in New York City, N. Y. (8 Jan 65)

Attended the National Intramural Conference in Tallahassee, Fla. (28 Apr-1 May 65)

Mr. Thomas E. Maloney,
Head Gymnastics Instructor and Varsity Gymnastics Coach

Attended the International Federation of Gymnastics (F.I.G.) Judges' School in Zurich, Switzerland. Received a Superior Judge's rating. (12-19 Jul 64)

Acted as Olympic Gymnastics Judge and Manager of the United States Gymnastics Team at the Olympic Games in Tokyo, Japan. (Sep-Oct 64)

Conducted the National Gymnastics Clinic at Sarasota, Fla. (20-23 Dec 64)

Department of Tactics (cont.)

Mr. LeRoy A. Alitz,
Head Wrestling Instructor and Varsity Wrestling Coach

Conducted Wrestling Clinic at New York Military Academy, Cornwall-on-Hudson, N. Y. (Aug 64)

Presented a talk, "The Place of Athletics in the College Program," to student body at Delhi College of Technical Training at Delhi, N. Y. (15 May 65)

Coached the United States Army Wrestling Team to a victory in the 1965 Inter-Service Wrestling Championships at San Francisco, Calif. (7-14 Jun 65)

Participated in Wrestling Clinic at Hicksville, N. Y. (28-29 Jun 65)

Mr. Ray S. Baggett,
Instructor (Trainer)

Attended the Trainers' Association Conference in Chicago, Ill. (13-16 Jun 65)

Mr. William F. Lewis,
Instructor

Conducted a physical fitness demonstration at Hillside High School, Hillside, N. J. (17 Feb 65)

Attended the convention of the Eastern District of the American Association of HPER in New York City, N. Y. (9-12 Apr 65)

Conducted a physical fitness demonstration at Westbury High School, Westbury, Long Island, N. Y. (29 Apr 65)

Captain Edward L. Trobaugh,
Captain Jarold L. Hutchison,
Mr. George W. Linck,
Instructors

Attended the YMCA SCUBA Instructors' Institute in Rochester, N. Y. All were certified as SCUBA instructors. (7-9 May 65)

Department of Tactics (cont.)

Lieutenant Colonel Thomas A. Ware, Jr.,
Deputy Director

Visited the Infantry School to observe and discuss the physical status of the Class of 1964 in the Ranger and Airborne Courses. (8-11 Sep 64)

Delivered the address in memorial services for the late First Lieutenant Walter Della Chiesa, Class of 1948, USMA, in Quincy, Mass. A cadet color guard also participated. (11 Nov 64)

Presented illustrated talk on "Military Operations in the Hudson Highlands During the American Revolution" to the Corps of Guides at the New Windsor Cantonment. This talk was later rebroadcasted over the Newburgh radio station. (24 Feb 65)

Conducted a tour of and briefing about the Fort Clinton and Stony Point Battlefields for the Cadet Military Affairs Club. (21 Mar 65)

Presented, with Colonel Elting, Department of Military Art and Engineering, a three-act skit on "Military Operations in the Hudson Highlands During the American Revolution" for post personnel at West Point, N. Y. (13 Apr 65)

Conducted a tour and briefing of West Point fortifications for the annual meeting of the Company of Military Historians. (7 May 65)

Presented a talk on "The Revolutionary War in the Hudson Highlands" to the Knickerbocker Chapter of the Retired Officers' Association. (22 May 65)

Was the Commanding Officer of the First Class Trip to Aberdeen Proving Grounds, Aberdeen, Md. (31 May 65)

Dr. Lloyd O. Appleton,
Associate Director for Research and Grading

Attended the New York State Health, Physical Education, and Recreation (HPER) Convention in Syracuse, N. Y. (15-18 Jan 65)

Department of Tactics (cont.)

Attended the New York State YMCA Physical Education Committee meeting in New York City, N. Y. (3 Feb 65)

Attended the annual meeting of the Association of Sports Medicine in Dallas, Tex. (16-20 Mar 65)

Attended the convention of the Eastern District of American Association of HPER in New York City, N. Y. (9-12 Apr 65)

APPENDIX I

ARMY VARSITY SPORTS SUMMARY
1964–65 Season

FALL SPORTS

SPORT	W	L	T	PER CT	ARMY/NAVY	1964-65 CAPTAIN	1965-66 CAPTAIN
Cross Country	7	2	0	.778	Navy	Malpass, JR	Barnes, FW
150-lb Football	6	0	0	1.000	Army	Shaw, CF	Hayes, TF
	Team won Eastern Intercollegiate title.						
	Cadets Shaw, Atkins, Gleason, Maness, Hixon and Thomasson were named to the all-East team.						
Football	4	6	0	.400	Army	Stichweh, CR	Game Captains
	Cadet Zadel named to all-America and all-East teams.						
	Cadet Zadel awarded Football Foundation Scholar-Athlete Scholarship						
	Cadet Stichweh named to all-East team.						
	Cadets Stichweh and Stowers named to SPORTS ILLUSTRATED Best-of-the-Week.						
	Cadets Stichweh, Zadel, Johnson, Seymour and Parcells played for North in North-South game in Miami, Fla.						
Soccer	10	3	0	.770	Navy	Deems, JM	Kriebel, J
	Team gained semi-final of NCAA Tournament.						

WINTER SPORTS

SPORT	W	L	T	PER CT	ARMY/NAVY	1964-65 CAPTAIN	1965-66 CAPTAIN
Basketball	21	8	0	.724	Army	Kosciusko, JP	Murray, RN
	Team finished third in National Invitation Tournament.						
	Team set record for most victories in one season.						
	Cadet Silliman named to Helms all-America, NIT first team.						
	Cadet Ritch awarded NCAA basketball scholarship, named to 2nd all-America Academic team, 2nd team NIT.						
Gymnastics	7	2	0	.778	Army	Ono, T	Pontuck, HS
	Cadet Longhouser won Eastern and Regional titles in the trampoline.						
Hockey	17	7	0	.708	- - -	Thompson, M	Hansen, L
	Cadet Thompson led the East in scoring and now holds Academy season and career records for most points and most goals.						
	Cadet Barry set new career assist mark.						
	Cadet Newell was second in goal-tending in the East.						
Pistol	9	0	0	1.000	Army	Kahara, CG	Dickens, JA
	NRA national and sectional champions.						
	Team set a new NRA 4-man record of 1132 out of possible 1200.						
	Cadets Kahara, Dickens, Olmsted and Grabowski named to all-America first team.						
	Cadet McKibben named to all-America second team.						
Rifle	8	1	0	.889	Army	Bradburn, WJ	Fuller, MB
	NRA national, sectional and Coast Guard Invitational Tourney champions.						
	Team established a new Academy and range record (1462).						
	Cadet Fuller set a new Academy and range record (298).						
	Cadet Bradburn named to all-America first team.						
	Cadet Chambers named to all-America second team.						
Squash	9	4	0	.692	Army	Genoni, TC	Langendorf, HS
	Team finished second in national championships.						
	Cadet Oehrlein won National Intercollegiate Squash Racquets title.						
	Cadet Darrah won consolation championship in nationals.						
Swimming	10	1	0	.909	Army	Bucha, PW	Pratt, F
	Team finished second in Easterns, 14th in Nationals and 9th in National A.A.U. meets.						
	Cadet Pratt won the Eastern title in the 200-yard butterfly.						
	Thirteen Academy and two pool records were set by team members: Cadet Clay, 100-yard and 200-yard freestyle; Cadet Pratt, 100-yard and 200-yard butterfly; Cadet Landgraf, 100-yard and 200-yard breaststroke; Cadet O'Hara, 100-yard and 200-yard backstroke; Cadet Williams, 500-yard and 1650-yard freestyle; Cadet Gantner,* 200-yard and 400-yard individual medley;*						

*Denotes Plebe.

Army Varsity Sports Summary - Continued

SPORT	W	L	T	PER CT	ARMY/NAVY	1964-65 CAPTAIN	1965-66 CAPTAIN
Swimming - continued	*Cadets Pratt, Landgraf, O'Hara and Trainor, 400-yard medley relay. Pool Marks: Cadet Kline, 200-yard individual medley; Cadets Pratt, Landgraf, O'Hara and Trainor 400-yard medley relay.*						
	Cadets O'Hara, Landgraf, Pratt, Trainor, Bliss, Clay and Bucha were named to the all-America team.						
Track (Indoor)	7	2	0	.778	Army	Jenkins, HA	Farrell, HR
	Cadet Farrell - Heptagonal 600-yard champion.						
	Cadet Clement - Heptagonal 1000-yard champion.						
	Cadet Kremser - high jump - Indoor Track Academy record (6' 8¼").*						
	*Denotes Plebe.						
Wrestling	9	2	1	.818	Tie	Arvin, CR	Steenlage, JR
	Cadet Steenlage won Eastern title (130-pounds).						
	Cadet Abraham (191-pounds) and Cadet Scureman (147-pounds) second in East.						
	Cadet Scureman (147-pounds) third in Nationals.						
	Cadet Robbins (137-pounds) sixth in Nationals.						
	Cadets Scureman and Robbins named to all-America team.						
SPRING SPORTS							
Baseball	15	6	0	.714	Army	Pyrz, A	Atkinson, E
	Team won Eastern Intercollegiate title.						
	Cadet Smith set an Academy home run season record (7).						
	Cadets DeBolt and Smith were named to the all-East team.						
Golf	13	1	0	.929	Army	Joyner, HN	McFarren, F
	Team set an Academy record for the most wins in a single season (13).						
	Team equaled consecutive victory record (13).						
Lacrosse	8	3	0	.727	Navy	Sheckells, T	Kobes, FJ
	Cadet Sheckells set Academy records for career and season assists.						
	Cadets Sheckells, Ritch, Johnson, Vogel, Radcliffe and Cullen chosen on North all-Star team.						
	Cadets Sheckells, Radcliffe and Vogel were 1st team all-America choices.						
	Cadet Ritch made the 2nd team all-America and Cadets Cullen and Johnson were honorable mention.						
Tennis	13	4	0	.765	Army	Oehrlein, W	Hardin, JS
Track (Outdoor)	2	4	0	.333	Navy	Jenkins, HA	Farrell, HR
	Cadet Warner won IC4A and Heptagonal mile runs and set Academy record (4:07.4) in NCAA Championship meet.						
	Cadet Jenkins won Heptagonal 440-yard dash and set Academy and Shea Stadium record (0:47.4).						
	Cadet Clement won Heptagonal 880-yard run.						
	Cadet Bennett set Academy and Shea Stadium record in the javelin (239' 4").						
	Cadet Kuhn set Academy record in triple jump (47' 5¼").						
	*Cadet Kremser*equalled Academy outdoor record in high jump (6' 6").*						
	*Denotes Plebe.						

ARMY VARSITY SPORTS RECORD

1964–65 Season

Sport	Contests	Won	Lost	Tied	Pct.	Navy	1965–66 Capts.
*Pistol	9	9	0	0	1.000	Won	Jim Dickens
**150–lb. Football	6	6	0	0	1.000	Won	Tom Hayes
Golf	14	13	1	0	.929	Won	Fred McFarren
Swimming	11	10	1	0	.909	Won	Frank Pratt
*Rifle	9	8	1	0	.889	Won	Mike Fuller
Wrestling	12	9	2	1	.818	Tied	Bob Steenlage
Gymnastics	9	7	2	0	.778	Won	Howie Pontuck
Track (Indoor)	9	7	2	0	.778	Won	Rance Farrell
Cross Country	9	7	2	0	.778	Lost	Fred Barnes
Soccer	13	10	3	0	.770	Lost	Jim Kriebel
Tennis	17	13	4	0	.765	Won	Joe Hardin
Lacrosse	11	8	3	0	.727	Lost	Frank Kobes
Basketball	29	21	8	0	.724	Won	Dick Murray
**Baseball	21	15	6	0	.714	Won	Gene Atkinson
Hockey	24	17	7	0	.708	—	Larry Hansen
Squash	13	9	4	0	.692	Won	Harry Langendorf
Football	10	4	6	0	.400	Won	Game Capts.
Track (Outdoor)	6	2	4	0	.333	Lost	Rance Farrell
Totals	232	175	56	1	.758	(12–4–1)	

**National Intercollegiate Champion*
***Eastern Intercollegiate Champion*

Army Athletic Association Trophy to the cadet of the First Class who has rendered the most valuable service to athletics during his career as a cadet was awarded to Cadet Robert R. Butterfield.

APPENDIX J

DISTINGUISHED VISITORS

Lieutenant General Rafael M. Cavanillas Prosper
Chief of the Central General Staff, Spanish Army.....3 July 1964

Honorable Steven Ailes
Secretary of the Army..... 3-7 August 1964

General Bruce C. Clarke, USA-Ret..... 3-7 August 1964

General Lucius D. Clay, USA-Ret..... 3-7 August 1964

Lieutenant General Willis D. Crittenberger, USA-Ret..... 3-7 August 1964

Lieutenant General Julio Cesar Doig
Commanding General, 1st Military Region,
Army of Peru..... 3-7 August 1964

Lieutenant General Ben Harrell
Assistant Chief of Staff for Force Development,
United States Army..... 3-7 August 1964

General Harold K. Johnson
Chief of Staff, United States Army..... 3-7 August 1964

Lieutenant General Edwin J. Messinger
Deputy Commanding General, United States
Continental Army Command..... 3-7 August 1964

General Andrew P. O'Meara
Commander-in-Chief, United States Southern
Command..... 3-7 August 1964

Lieutenant General Carlos Ongania
Commander-in-Chief, Army of Argentina..... 3-7 August 1964

Lieutenant General Bruce Palmer, Jr.
Deputy Chief of Staff for Military Operations,
United States Army..... 3-7 August 1964

Lieutenant General Robert W. Porter, Jr.
Commanding General, First United States Army..... 3-7 August 1964

Distinguished Visitors - Continued

Lieutenant General Charles W. G. Rich
Commanding General, Third United States
Army ..... 3-7 August 1964

Honorable Walt W. Rostow
Counselor and Chairman, Policy Planning
Counsel, United States Department of State ..... 3-7 August 1964

Lieutenant General Fidel Torres
Chief of Staff, Armed Forces of El Salvador ..... 3-7 August 1964

General Earle G. Wheeler
Chairman, Joint Chiefs of Staff, United
States Armed Forces ..... 3-7 August 1964

Lieutenant General W. H. S. Wright
Chief, Office Reserve Components, United
States Army ..... 3-7 August 1964

Major General Alfredo Ovando
Commander-in-Chief, Armed Forces of
Bolivia ..... 3-7 August 1964

General Decio Palmeiro de Escobar
Chief of Staff, Army of Brazil ..... 3-7 August 1964

General Oscar Izurieta
Commander-in-Chief, Army of Chile ..... 3-7 August 1964

Major General Jaime Fajardo
Commander of the Army of Columbia ..... 3-7 August 1964

Honorable Fernando Goicoechea
Minister of Public Security, Republic of
Costa Rica ..... 3-7 August 1964

Brigadier General Salvador Augusto Montas
Chief of Staff, Army of the Dominican
Republic ..... 3-7 August 1964

Major General Rafael Antonio Rivas
Commanding General, Army of Ecuador ..... 3-7 August 1964

Distinguished Visitors - Continued

Colonel Marco Aurelio Zacapa
Minister of Defense, Republic of El Salvador.....3-7 August 1964

Colonel Miguel Augel Ponciano
Chief of Staff, Army of Guatemala .....3-7 August 1964

Lieutenant Colonel Armando Escalon
Minister of Defense and Public Security,
Republic of Honduras .....3-7 August 1964

Lieutenant General Anastasio Somoza
Chief Director, National Guard of Nicaragua.....3-7 August 1964

Colonel Bolivar E. Vallarino
Commander, Panama National Guard.....3-7 August 1964

Major General Leodegar Cabello
Minister of Defense, Republic of Paraguay.....3-7 August 1964

Lieutenant General Jose Del C. Cabrejo
Commanding General, Army of Peru.....3-7 August 1964

General Gelberto Pereira
Inspector General, Army of Uruguay.....3-7 August 1964

Brigadier General Pablo Antonio Flores
Commanding General, Army of Venezuela .....3-7 August 1964

Lieutenant General Oswaldo Motta
Military Advisor to the Brazilian Mission to
the United Nations.....16-18 August 1964

Honorable Thomas D. Morris
Assistant Secretary of Defense for
Installations and Logistics .....29 August 1964

Mr. Justice William Brennan
Associate Justice of the Supreme Court.....16 September 1964

His Excellency Baron Louis Scheyven
Ambassador of Belgium to the United States.....18-19 September 1964

Distinguished Visitors - Continued

Honorable Daniel M. Luevano
Assistant Secretary of the Army for
Installations and Logistics ..... 18-19 September 1964

General Mark Clark
Superintendent, The Citadel ..... 19 September 1964

General Chalor Carukurasa
Commander-in-Chief, Royal Thai Army ..... 7 October 1964

Honorable E. T. Pratt
Assistant Secretary of the Army
(Financial Management) ..... 24 October 1964

Major General Roger E. T. Saint John
Military Attache of Great Britain to the
United States ..... 5 November 1964

Honorable Cyrus Vance
Assistant Secretary of Defense ..... 13 November 1964

Honorable Steven Ailes
Secretary of the Army ..... 13-14 November 1964

Honorable Frank Pace
Former Secretary of the Army ..... 13-14 November 1964

Honorable John G. Dow
Member of Congress, 27th District of
New York ..... 14 December 1964

General Creighton W. Abrams
Vice Chief of Staff, United States Army ..... 17-18 January 1965

Honorable Shane D. Paltridge
Minister of Defense, Australia ..... 13 February 1965

Honorable Cyrus Vance
Assistant Secretary of Defense ..... 13-14 February 1965

Distinguished Visitors - Continued

General Nguyen Khahn
Ambassador at Large, Republic of Vietnam.....10-11 March 1965

Lieutenant General Friedrich Uebelhack
Commander-in-Chief, Territorial Forces,
Federal Republic of Germany .....29 March 1965

Lieutenant General Costa y Silva
Minister of War, Brazil.....15 April 1965

General Mario Ballesteros
Chief of Staff, Mexican Army .....29 April 1965

General Sir Reginald Hewetson, KCB, CBE, DSO
Adjutant General, British Army.....1-3 May 1965

Major General R. W. Knights, CBE
Quartermaster General, Australian Army.....14 May 1965

His Excellency Chung Hee Park
President of the Republic of Korea.....21 May 1965

APPENDIX K

CADET EXTRACURRICULAR ACTIVITY ORGANIZATIONS

Academic Group (12)
- Amateur Radio Club
- Astronomy Club
- Audio Club
- Debate Council & Forum
- French Language Club
- German Language Club
- Mathematics Forum
- Military Affairs Club
- Portuguese Language Club
- Rocket Society
- Russian Language Club
- Spanish Language Club

Competitive Group (13)
- Fencing Club
- Handball Club
- Judo Club
- Karate Club
- Pistol Club
- Rifle Club
- Rugby Club
- Sailing Club
- SCUBA Club
- *Ski Team
- Sky Diving Club
- Triathlon Club
- Water Polo Club

Entertainment Group (5)
- Cadet Band
- Dialectic Society
- Fourth Class Glee Club
- Glee Club
- KDET

Hobby Group (9)
- Bowling Club
- Camera Club
- Chess Club
- Model Builders' Club
- Mountaineering Club
- Outdoor Sportsmen's Club
- Scoutmaster's Council
- Skeet and Trap Club
- Ski Club

Publications Group (3)
- Bugle Notes
- Pointer
- Howitzer

Religious Group (6)
- Cadet Chapel Choir, Acolytes & Chimers
- Cadet Sunday School Teachers
- Catholic Chapel Choir & Acolytes
- Cardinal Newman Forum
- Jewish Chapel Choir
- Protestant Discussion Group

Representative Group (14)
- Class Committees (1st, 2nd & 3rd)
- Hop Committees (4 - 1 ea Class)
- Information Detail
- Public Relations Council
- Rabble Rousers
- Ring & Crest Committees (4 - 1 ea Class)

**Ski Team is selected from members of the Ski Club (Hobby Group)*