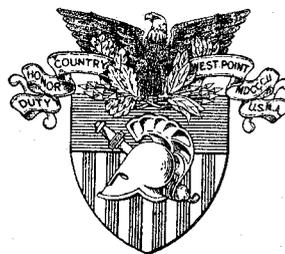


**REPORT**  
of the  
**BOARD OF VISITORS**  
to the  
**UNITED STATES MILITARY ACADEMY**  
**WEST POINT, NEW YORK**



**29 April 1950**



UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK

29 April 1950

SUBJECT: Report of Board of Visitors to the United States Military Academy,  
Appointed Under the Provisions of Public Law 816, 80th Congress,  
Chapter 714, Second Session.

TO: The President of the United States.

1. Act Creating Board

The Board of Visitors to the United States Military Academy for 1950 was appointed under the provisions of Public Law 816, 80th Congress, Chapter 714, Second Session, a full copy of which is appended marked Exhibit A.

2. Personnel of the Board

The membership of the Board, as originally appointed in accordance with the law referred to above, for the year 1950 is as follows:

SENATORS

Millard E. Tydings, Maryland  
Lister Hill, Alabama  
Chan Gurney, South Dakota  
A. Willis Robertson, Virginia

REPRESENTATIVES

Carl Vinson, Georgia  
Richard B. Wigglesworth, Massachusetts  
Ralph Abernethy Gamble, New York  
John J. Rooney, New York  
Porter Hardy, Jr., Virginia

PRESIDENTIAL APPOINTEES

Dr. Irvin Stewart, President, West Virginia University, Morgantown,  
West Virginia.  
Dr. Samuel N. Stevens, President, Grinnell College, Grinnell, Iowa.  
Dr. Frederick D. G. Ribble, Dean of the School of Law, University of  
Virginia, Charlottesville, Virginia.  
Hon. Tom Miller, Austin, Texas.  
Mr. William C. Safford, Vice President, Western and Southern Life Insurance  
Company, Cincinnati, Ohio.  
Dr. Walter Winfield Parker, President, Southeast Missouri State College,  
Cape Girardeau, Missouri.

Being unable to attend, and exercising their prerogatives under the provisions of Section 2 a. of Public Law 816, Senator Tydings, the Chairman of the Committee on Armed Forces of the Senate, appointed Senator

Harry P. Cain as his designee to represent him, and Congressman Vinson, Chairman of the Committee on Armed Forces of the House, designated Representative O. Clark Fisher, of Texas, as his representative.

Colonel O. J. Gatchell, Head of the Department of Mechanics, United States Military Academy, was designated as Executive Secretary for the Board by the Superintendent, USMA.

### 3. Preliminary Data

As soon as the names of all of the appointees were known, the Superintendent of the Military Academy wrote letters to all members of the Board notifying them that the week of 24-29 April had been designated as the period of the visit; and shortly thereafter he wrote to them again, inclosing certain pamphlets and statistical data pertaining to the Military Academy which it was believed would be of interest to them prior to the time of the visit. A list of the data is appended, as Exhibit B. Upon arrival, each member received the following additional documents:

Proposed Program  
Schedule of Instruction, 3 January - 1 June 1950  
Organization Chart, USMA  
Report of 1949 Board of Visitors

### 4. Convening of Board

The Board met at 12:00 noon, 24 April 1950, in the U.S. Hotel Thayer at West Point. Present at the initial meeting were these members:

Representative Porter Hardy, Jr.  
Representative O. Clark Fisher  
Dr. Irvin Stewart  
Dr. Frederick D. G. Ribble  
Mr. William C. Safford  
Dr. Winfield W. Parker

At the initial meeting of the Board Dr. Ribble was unanimously elected as Chairman.

Dr. Samuel N. Stevens joined the Board at 2:45 p.m. the same day.

Senator Harry P. Cain was unable to be present during the meeting of the Board as a whole but visited the Military Academy (individually) on 28 and 29 April, arriving at 4:00 p.m. on 28 April and leaving at 3:30 p.m., 29 April.

It is very much regretted that pending legislation in Congress prevented the attendance of the other Congressional members of the Board and that pressing business prevented the Honorable Tom Miller from being present.

Because of urgent Congressional duties, Representatives Hardy and Fisher had to return to Washington. They left West Point at 10:35 a.m., 25 April.

Dr. Stevens, because he had an important business engagement, had to leave early on the morning of Thursday, 27 April. He was not present for the visits which were made by the Board that morning or for the final executive session that afternoon.

The Board considered and approved a program of activities, prepared previously by the Executive Secretary, and for the visits to academic classes on 26 and 27 April divided into two groups: a Science-Engineering Group, consisting of Dr. Stewart and Mr. Safford, and a Humanistic Group, consisting of Dr. Stevens, Dr. Ribble, and Dr. Parker.

#### 5. Procedure

A program of visits, inspections, conferences, and executive sessions which the Board followed is attached hereto, marked Exhibit C.

#### 6. Comments

##### a. Morale and Discipline

##### (1) Corps of Cadets

- (a) Morale. In its report of last year the 1949 Board of Visitors stated that the morale of the Corps of Cadets was superb, and that the state of morale was derived from the confidence of the cadets in the administration, in the instruction, and in the leadership of the institution, as well as from the democratic participation by the members of the Corps of Cadets in the formulation and maintenance of the standards of all student relations and conduct. From its investigations the present Board finds that these conditions still obtain and heartily concurs in the statement made by last year's Board. In the interview with cadets themselves (see Exhibit C) the Board was impressed with the whole-hearted devotion of cadets to their honor system, the efficacy and fairness with which it is administered, and its influence upon the molding of the character of West Point graduates. At this interview the Board was also impressed with the fact that the cadets themselves are imbued with a very high sense of duty and a deep loyalty to the Military Academy and the ideals and principles for which it stands, and that every effort is being made within the Corps of Cadets to stimulate, foster, and promote these attributes.

(b) Discipline. From its own observation and also from the interview with cadets the Board is of the opinion that the discipline of the Corps of Cadets is superior.

(2) Staff and Faculty

Every member of the Staff and Faculty with whom the Board came into contact during its visits and conferences was found to be alert, interested in his work, and anxious to perform his duties in the most efficient manner possible. The Board is impressed with the fact that the Staff and Faculty operate as a well-coordinated team with deep loyalty to the Academy and the principles for which it stands.

(3) Remainder of Command

During the whole time that the Board was at the Military Academy it was noted that all members of the command were neatly dressed, that saluting was smart and military, and that there was every outward evidence of a well-disciplined command with high morale. The Board was particularly impressed with the fine soldierly appearance, alertness, and enthusiasm of the officers and enlisted men of the 1802d Special Regiment. Later in the report further reference will be made to this Regiment under the heading of Military Training.

b. Curriculum

- (1) The Board notes with approval that the standing Curriculum Committee is making continuous study of the curriculum to bring about an adequate balance between the technical and general educational subjects which it comprises, and that it is succeeding admirably in attaining this objective.
- (2) Although all cadets take the same curriculum, a requirement which appears to be necessary in the light of the over-all objectives of the institution, the Board observes that careful attention is being given to superior students, particularly to those students who have had special opportunity in certain content-areas prior to entry, to give them opportunity for more advanced work in special courses in particular fields. The Board commends this action. Furthermore, it notes that the organization of the academic departments is such that a certain amount of flexibility is permissible within and among departments.

(3) American History

The Board considered thoroughly the matter of the absence from the curriculum of a formal course in American History. It finds that this subject is effectively integrated into courses conducted by the Departments of Social Sciences, Law, and Military Art and Engineering. Specifically, courses in the history of modern Europe, and to an even greater extent those in the history of the Far East, are so conducted as to relate contemporaneous developments in our nation's history to the subject matter under study. Likewise, the Social Sciences course in the Government of the United States is largely a constitutional history of the nation, a subject which is pursued further in the course of instruction offered in the Department of Law. In a similar manner the economic aspects of our nation's history are high lighted in the Social Sciences course in Economics of National Security, and our diplomatic history is emphasized in the course in International Relations. The military history of the American people is brought into sharp focus in the course in Military History conducted by the Department of Military Art and Engineering. The Board is of the opinion, therefore, that the subject is far from being neglected. On the contrary it feels that the integration of American History into numerous elements of the curriculum, as noted above, results in a treatment which is comparable to standard college-survey courses in this field. The Board further notes the continuing study by the authorities of the Military Academy of ways and means of providing for still further study of American History without impairing the existing body of social studies. The authorities are now planning to give an examination in American History to the class which enters on July 1st. They will thus be able to ascertain the amount of knowledge of the subject which the class has acquired prior to entry.

(4) English

The Board notes that the recommendations made by the Board of Visitors last year concerning the establishment of a remedial English course for the two upper classes have been satisfactorily and effectively accomplished. The Board also notes that during the current academic year a course in advanced composition for the First Class was put into effect. This course which consisted of twenty lessons in 1949, will be increased to twenty-seven lessons in 1950.

(5) Foreign Languages

The Board noted the comments made by the 1949 Board of Visitors regarding the study of foreign languages. Upon investigation the Board finds that the Curriculum Committee has given this matter very careful study but that it has not as yet been able to find any time for a refresher course in languages just prior to graduation without sacrifice of other essential instruction. However, in conference with Colonel Barrett, the Head of the Department of Foreign Languages, the Humanistic Group of the Board learned that large numbers of cadets are given opportunity to continue the spoken use of the several languages studied. There are language clubs, lectures by foreigners, and visits to New York in particular language situations. For example, cadets may go to a museum and there meet a German-speaking Austrian who guides them through an exhibit; they may attend moving pictures in a foreign language; and by provision for tables in the Mess Hall for students who are particularly interested in a given language, the conversation being all in the given language. The cadet membership of the language clubs is as follows:

French .....	100
German .....	100
Portuguese .....	50
Russian .....	205
Spanish .....	163

c. Instruction

(1) Staff and Faculty

(a) Use of Non-Graduates

The Board was informed that, pursuant to the recommendation by the previous Board, the number of non-graduates on the faculty at the Military Academy has been increased from thirty last year to thirty-nine for this academic year, and that it will be forty-four next year, an increase of 50% in two years. The Board recognized that the selection of the faculty is a matter for the authorities at West Point. It feels justified, however, in expressing its frank judgment. Accordingly, it warmly commends this move.

(b) Attendance at Meetings of Learned Societies

The Board was impressed with the numerous visits which Heads of Academic Departments and other key personnel make to civilian educational institutions and other educational institutions of the Army and the Air Force, in their constant effort to keep abreast of modern developments in education. It notes that, as individuals, many representatives of the Military Academy attend meetings of learned societies. The Board was disturbed, however, to learn that paragraph 1 of General Orders No. 9, issued by the Department of the Army, dated 29 March 1950, precludes membership of the United States Military Academy as an educational institution in such organizations as the Association of American Colleges, the American Council on Education, etc., which are normally supported by institutions of collegiate grade. The experience of civilian colleges has amply demonstrated the value of these organizations in helping to maintain a high level of instruction and to stimulate the instructional staff. As an educational institution the Military Academy should be permitted to share these benefits. Accordingly the Board feels strongly that appropriate regulations should be issued promptly to permit such membership and that if amendatory legislation is necessary it should be sought without delay.

(c) Desirability of Commissioned Academic Instructors

The Board recognizes the desirability of having a large percentage of commissioned personnel as academic instructors at the Military Academy, both because of the need for persons qualified to direct the military training of cadets during the summer and also because of the inspirational advantage of having before cadets officers who have served well in active duty in various theaters. These important reasons for the appointment of commissioned officers are not allowed to obscure the fact that an instructor must be highly competent in the subject in which he instructs, both by reason of native ability and by reason of educational experience. Bearing in mind the care exercised in selection, the Board heartily approves the practice of the Academy of using commissioned personnel as academic instructors.

(d) More Permanent Personnel

The Board notes that the number of permanent

personnel in the academic departments is limited to the permanent Professors and a few native instructors in foreign languages. The Board believes that in certain departments wherein there is greater difficulty in obtaining suitably trained personnel, it might be desirable to increase the number of permanent personnel, possibly by making the associate and some assistant professors permanent. Such changes, of course, would require appropriate legislation to provide for proper promotions to keep them abreast of other officers in the Army.

The practice at the Academy of having instructors come in for temporary duty has, as the Board notes, substantial advantages. It makes for dynamic teaching, broadens the education of instructors, and better qualifies them for later assignments in the Army. The policy pursued by the Academy thus not only benefits the Academy but also contributes to efficient service and the general welfare of the Army.

(2) Academic Instruction

(a) Quality

The Board observed instruction in all academic departments and was impressed with the high quality of the teaching throughout the Academy. Support for the Board's impression is found in the results of the Graduate Record Examination in which the Classes of 1948 and 1949, U.S.M.A., participated. Charts attached to this report in Exhibit D indicate very clearly that West Point graduates are outstanding as compared with graduates of twenty-four selected arts colleges in the East and Middle West in the subjects covered by the Graduate Record Examination. Such superiority gives evidence of a very high quality of instruction.

(b) Publications by the Faculty

The Board noted in many academic departments extensive investigation and scholarly study on the part of the faculty, resulting in published text materials which are used both at the Military Academy and elsewhere.

(c) Coordination

The division of classes in each subject into a

number of small sections, the tight system of grading, the determination of proficiency rating and class standing of cadets which characterize the traditional West Point System, require a high degree of uniformity in classroom instruction, careful planning of course outlines, and close coordination of work schedules. This uniformity has been achieved through close cooperation between senior and junior members of the teaching staff both before the courses are begun and during the periods of instruction. These procedures have contributed to the realization of the definite goals of the Military Academy.

(d) Visits to Manufacturing Establishments

The Board notes with approval that each year the graduating class makes a visit to Aberdeen Proving Ground, where they have an opportunity to see the very latest developments in Ordnance materiel. The Board believes that it would be highly desirable that at some time during the First Class year similar visits be made to one or two large manufacturing establishments so that cadets can have the opportunity to observe mass production of materials of war and a basic industry such as steel. Such visits would enable them to appreciate to some extent the importance of industrial mobilization and the problems of industry in the construction of weapons, motor vehicles, and other articles of equipment.

(3) Military Training

The Board had no opportunity to observe actual military training of cadets, for at the time of their visit the few periods which were devoted to military training in the academic season were being used for the preparation of semi-annual aptitude ratings. The Board, however, had an opportunity to examine in detail the training program and is satisfied that the program conforms to the mission of the Military Academy, and is well suited to attain proper objectives. The Board did have an opportunity to observe demonstrations of training by Infantry, Field Artillery, and Armored units of the 1802d Special Regiment. The demonstrations which were given were condensations of the training which is given to cadets in these subjects and are the ones used for the indoctrination of the midshipmen of the Second Class of the Naval Academy who, under a system of exchange, visit West Point for a three-day period, one-sixth of the class at a time. These presentations were superior in every respect and indicated

to the Board that the instruction in military training is on a par with the other instruction observed at the Military Academy. The poise, skill, enthusiasm, and interest on the part of the officers and enlisted men who participated in these presentations are deserving of the highest praise.

The Board also notes with approval the fact that all First Classmen serve to a large extent as instructors in the military training of Third and Fourth Classmen, particularly during the summer training season. This practice provides excellent training for the First Classmen prior to their assuming their duties as second lieutenants.

(4) Physical Education

The Board had the opportunity to witness both the regularly prescribed instruction in physical education which is given to Fourth Classmen, and the intramural sports, which form an integral part of the training in physical education. Because it is highly desirable that officers in the Army be physically fit, the program of physical education is more extensive than that found in civilian educational institutions. In general, the Board was impressed by the superior manner in which this instruction was carried out; and in particular, by the extensive use of First Classmen as instructors in boxing, wrestling, swimming, and other individual training, and as directors, coaches, etc., of the intramural sports. This training will prove of great value when, as officers, they join troops and have the responsibilities of organizing and directing athletic programs.

The Board notes that the 1949 Board of Visitors was of the opinion that the position of Director of Physical Education should be made permanent. The present Board concurs in that opinion.

(5) Military Psychology and Leadership

The Board is interested in the definite effort being made to teach the cadet an understanding of the handling of soldiers' problems in a human and sympathetic manner, through the medium of the four year sequence of Psychology and Leadership. This effort is implemented in three ways: first, there is a course in Military Psychology and Leadership which, taught in academic time, progressively orients cadets into their life at the Military Academy, gives a regular college course in Basic

Psychology, trains cadets in the latter part of their Second Class year to assume the responsibilities of First Classmen, and at the end of the First Class year trains cadets for their duties as Second Lieutenants in the handling of men. Second, a course called Military Instructor Training, which is designed to teach cadets how to teach, is given in the Second Class year. Observation of one class in this subject indicated to the Board that this course is being given in a very effective manner. The Board noted both the quality of the performance of the cadet instructor and the great interest displayed by the cadets who composed the section. This seems to be not only an effective method of instruction but is also an excellent training for the instructor in leadership and analysis, and in public speaking. Third, cadets are progressively given more authority and responsibility in the cadet chain of command for actually conducting the discipline of the Corps of Cadets. The program results in a great deal of delegated responsibility in the First Class year. As previously noted, First Classmen are also used extensively as instructors in physical education and in military training. The Board heartily approves of all of these efforts to develop leadership and personality.

d. Plant Facilities and Equipment

(1) Utility Rehabilitation and Improvement

The growth of the Academy has increased greatly the demands on the existing utilities system which is already at the breaking point because of age and obsolescence. The water, power, and gas distribution networks are inadequate. New electric feeders to the Station Hospital and to the Gymnasium are needed. The Library and Cullum Hall need to be rewired. Improved lighting is required in both Academic Buildings. New water mains to provide adequate fire protection are needed in the south end of the Post and between Central Barracks, Washington Hall, and other areas. Sanitary and storm drainage sewers require correction and expansion, particularly in view of the fact that a sewage disposal plant will eventually have to be constructed. Manholes are congested and dangerous to work in because of the many different types of cables of varying voltages which they contain. It is estimated that approximately \$2,000,000 is needed for the entire project, which should include the installation of a new sewage-treatment plant. Until this new sewage disposal plant can be provided, sewage must continue to be discharged into the Hudson River in violation of the laws of the State of New York.

(2) Library

The present building, constructed in 1841, is inadequate. More room is needed for proper display of material now on hand, for more books which will be acquired in the future, and for more reading-room facilities. The Board notes that Mr. Robert H. Haynes, Assistant Librarian, Harvard College Library, visited the Military Academy recently and made the following comments and recommendations regarding the Library:

"A. The Library system is well adapted to the teaching system and in regard to materials and services relating directly to the work of the courses, the Library is adequate.

"B. In facilities for general and recreational reading the Library is inadequate and improvements should be made.

"C. The Library building should be enlarged by constructing an addition between the Library and the East Academic Building. This should be done as quickly as possible, as the Library's need for space is immediate and urgent, all improvements waiting upon the gaining of space.

"D. An archival and rare book room should be established, and the collections on Military History and Strategy and the Hudson River region should be augmented by special effort.

"E. The number of books and periodicals added annually should be increased and the quality of the collection as a whole should be improved steadily.

"F. The budget for the purchase of books should be no less than \$15,000 per annum."

The Board heartily concurs in the remarks and recommendations made by Mr. Haynes and is pleased to note that plans have been made and approved by the Post Planning Board for an extension to the Library which will provide about 8,000 additional square feet at a cost of approximately \$250,000. Funds should be obtained for this project and construction started as soon as possible.

(3) Laboratories

The Board inspected the laboratories in the Departments of Physics and Chemistry, Electricity, Mechanics, and Ordnance, and was impressed most favorably with the equipment found therein. The variety is excellent, and the equipment is modern and arranged systematically to accommodate the large number of cadets who must take the work simultaneously. The Board noted that the heads of departments are planning to protect this equipment against obsolescence by systematic programs for annual replacement of outmoded or worn-out items. The Board noted with concern, however, that the estimates of the departments are being reduced by the Bureau of the Budget to an extent which will prevent the planned replacement of obsolescent items of equipment. The Board feels that such reductions are false economy which, if continued, will result in laboratories full of old and obsolescent equipment, and in necessarily lower standards of instruction.

(4) Academic Space

The Board noted that the Corps of Cadets was increased in 1942 from 1960 to 2500 and that no increase was provided for additional academic space to accommodate this large increase in the size of the Corps. Such increase in strength without proportionate increase in academic space necessitates sections of 15 to 18 men rather than the desirable sections of approximately 12 to 15. Furthermore, there is an insufficient number of lecture halls large enough to seat an entire class at one time. The Military Academy has a long-time, over-all plan for the conversion of the Riding Hall to an academic building, with other facilities incorporated therein. It may be some time before funds sufficient for the whole project can be made available by the Congress, but the Board believes that a study should be made to provide plans for proceeding within the walls of the present Riding Hall in a progressive manner toward the ultimate goal, so that some immediate relief of the crowded academic condition can be effected. At the present time this large Riding Hall is not being used.

(5) Cadet Barracks

The Board also noted that when the increase from 1960 to 2500 cadets was made in 1942 no additional barracks were built. The design of rooms in barracks is intended to accommodate two cadets to a room. On this basis there are rooms now to accommodate only 1692 cadets. Therefore, in order to house the increased size of the Corps,

practically all rooms have three occupants. Such crowding is highly undesirable. The Board believes that the building of twenty-five new divisions of barracks to accommodate 800 cadets should be authorized as soon as possible.

e. Fiscal Affairs

The Board was informed that the new budget for 1951 provides for a cut in the present cadet ration from \$1.15 to \$1.05 per day. The ration was cut on 12 August 1949 from \$1.20 to \$1.15. It is very much concerned about this proposed second cut in the value of the cadet ration. Upon investigation it was found that the cost of raw food for March 1950 was \$1.1285 per day per cadet against a ration allowance of \$1.15 per day. The Board examined the menu for the week and inspected the kitchens and ate one meal in the Cadet Dining Hall. Although it was found that the menu is carefully planned and the food is very well prepared, the Board does not think that the meals are in any sense luxurious. Furthermore, the Board observed that there was no indication of waste and that every means was being used to keep the cost of food to a minimum by intelligent buying and by other means. The Board is of the opinion that any further reduction in the cadet ration will reduce the quantity and quality of the food and will have a bad effect on the morale and health of the cadets. The Board is not in a position to predict what the cost of living is going to be. It noted, however, the New York Times food index of April 24, 1950, as compared with that of April 24, 1949, finding the 1949 figure 2.799 at which time the cadet ration was \$1.20, and the 1950 figure 3.162 with the ration reduced to \$1.15, with a proposed further reduction to \$1.05.

f. Religion

The Board inspected the Cadet Chapel and interviewed the Chaplain, United States Military Academy, and the Chairman of the Cadet Religious Welfare Board, which is composed of two members of the Academic Board, the Commandant of Cadets, and the Chaplain, U.S.M.A. The Board is impressed by the emphasis which is placed upon religion by the authorities at the Military Academy and the amount of interest that is displayed by cadets themselves in religious matters. From what the Board was able to observe and learn, there is a very healthy condition existing in the Corps of Cadets regarding religion.

g. Normal Cadet Life

From a study of the programs of cadet activities, the Board is impressed by the fact that in spite of rigorous requirements of academic study, military training, and physical education,

the cadets still have opportunity to lead a very normal religious, social, and recreational life. In addition to the twenty-three intercollegiate sports in which cadets participate, there are some fifty-eight extra-curricular clubs and organizations, such as groups of Sunday School teachers for the children on the Post, the choirs, the Art Club, Camera Club, Chess Club, Concert Orchestra, Dance Orchestra, Model Railroad Club, Radio Club, Sailing Club, and the language clubs previously referred to. These are only typical. There are many others.

h. Public Relations

The Board notes with approval the fact that the present Superintendent of the Military Academy is taking steps to make West Point better known to the American people. The Board feels that West Point is doing an excellent job in carrying out its mission of preparing officers for lifetime careers in the Army and Air Force, as well as in indoctrinating young men with the highest ideals of honor, duty, integrity, and, in general, good American citizenship, but that the country at large knows little about the Military Academy. The Board believes that positive steps should be taken to inform the American people relative to West Point objectives and the splendid results being obtained. As one specific example of what can be done the Board believes that publicity should be given to the results of the Graduate Record Examination referred to previously.

i. Method of Appointment

(1) Quality of Entering Classes

The Board concurs in the opinion of the 1949 Board of Visitors that the average class entering the Military Academy compares favorably in all respects with entering classes at other first-class institutions of collegiate rank but believes that the quality could be improved if more nominating authorities should merely nominate four candidates for each of their vacancies without designation of principal or alternates, with the Academic Board authorized to select the one generally best qualified for admission. Some nominating authorities follow this practice now. This proposal was first made by the 1945 Board of Consultants, which visited the Academy. It has been recommended to the Department of the Army, but no further action has been taken.

(2) Uneven Size of Classes

The Board also agrees with the 1949 Board that the

present system which authorized each non-competitive nominating authority to have four cadets at the Military Academy with no prescription as to year of appointment is unwise in that it produces classes of wide variance in size. The variation is accentuated by any change in the authorized size of the Corps of Cadets. It is very essential to the smooth administration of the Academy that entering classes be of approximately the same size. The following tabulation shows the size of entering classes since 1940:

1940	.....	568
1941	.....	539
1942	.....	1055
1943	.....	1075
1944	.....	728
1945	.....	914
1946	.....	915
1947	.....	615
1948	.....	689
1949	.....	727

Therefore the Board believes that it would be advantageous to change the existing law so that each non-competitive nominating authority would have one vacancy each year, instead of the present system, and so that competitive categories would be put on a similar annual basis, as is now done at the Naval Academy. This would mean no change in the number of cadets authorized for a Congressman to have at the Military Academy.

#### RECOMMENDATIONS

8. The Board recommends as follows:

a. Membership in Societies. That appropriate regulations be issued promptly to permit the Military Academy, as an educational institution, to join such organizations as the Association of American Colleges, the American Council on Education, etc., which are normally supported by undergraduate institutions of collegiate grade, and that, if necessary, amendatory legislation be sought to permit such action.

b. Permanent Academic Personnel. That for such departments as have difficulty in obtaining from the Army suitably trained personnel, authority be obtained to increase the number of permanent personnel in those departments, with appropriate legislation to provide for proper promotion.

c. Director of Physical Education. That the position of Director of Physical Education be made permanent by legislation which would authorize an additional permanent professor who, under the supervision of the Commandant of Cadets, would have immediate charge of the physical education of cadets and would have the rank, pay, allowances, retirement rights, and other benefits authorized for other permanent professors of the Academy.

d. Library. That an addition be made to the Library to provide extra space of approximately 8,000 square feet, in accordance with plans prepared by the Post Planning Board, and that at least \$15,000 per year be provided for the purchase of new books for the Library.

e. Academic Space. That steps be taken at once to prepare plans, obtain funds, and start construction work to utilize the unused Riding Hall for academic purposes with due regard to making the immediate steps which are taken conform to the long-time project for the conversion of this building into academic and other needed facilities.

f. Barracks for Cadets. That additional cadet barracks be built as soon as possible to enable cadets to live two men to a room.

g. Cadet Ration. That no further cut be made in the present authorized cadet subsistence allowance of \$1.15 until justified by the cost-of-food index.

h. Appointments.

(1) No Principals and Alternates. That each non-competitive appointing authority be encouraged to nominate four candidates for each vacancy at the United States Military Academy at his disposal, without statement of preference; and that the Secretary of the Army be authorized to admit that one of the mentally and physically qualified candidates for each such vacancy who shall be selected by the Academic Board of the Military Academy on the basis of intellectual capacity, character, capacity for leadership, and physical vigor.

(2) Annual Vacancies. That the existing laws and regulations regarding appointments to the Military Academy be modified to provide that each non-competitive appointing authority be allowed one vacancy annually instead of four cadets at the Academy in toto, and similarly, that competitive appointments be placed on an equal annual basis in accordance with detailed recommendations which have been prepared by the Admissions Committee of the Academic Board, the total remaining approximately the same as at present.

## CONCLUSION

The Board has been greatly helped by the officers and staff of the Military Academy and has been particularly impressed by the high quality of leadership of the Academy under Major General Moore. The Superintendent showed himself to be a gracious and considerate gentleman, a man of educational understanding coupled with demonstrated ability and practical common sense.

The Board was extremely fortunate in having as its guide, counsellor and friend, Colonel Gatchell. Colonel Gatchell had prepared a thorough and complete program and put this program into effect, giving the Board every opportunity possible to see the workings of the Academy in each of its phases, including the life of the cadets and their attitudes toward the Academy and toward their work. The members of the Board welcome this opportunity to express their warm thanks to Colonel Gatchell for his excellent help.

We, the members of the Board, individually, as citizens of the United States, take great pride in the spirit and work of the United States Military Academy. In our judgment it would be an inspiration to any American citizen to see the enthusiasm, and the warm and vital loyalty, of the Cadet Corps, supported by the entire staff. It is our belief that these young men will, in time of stress, be worthy defenders of the American way of life.

HARRY P. CAIN  
United States Senate

PORTER HARDY, JR.  
United States House of Representatives

O. CLARK FISHER  
United States House of  
Representatives

IRVIN STEWART  
President  
West Virginia University

SAMUEL N. STEVENS  
President  
Grinnell College

FREDERICK D. G. RIBBLE  
Dean of the School of Law  
University of Virginia

WILLIAM C. SAFFORD  
Vice President  
Western and Southern Life  
Insurance Company

WALTER W. PARKER  
President  
Southeast Missouri State College

(PUBLIC LAW 816--80TH CONGRESS)

(CHAPTER 714--2D SESSION)

(S. 239)

AN ACT

To provide for a Board of Visitors to the United States Naval Academy and for a Board of Visitors to the United States Military Academy, and for other purposes.

BE IT ENACTED BY THE SENATE AND HOUSE OF REPRESENTATIVES OF THE UNITED STATES OF AMERICA IN CONGRESS ASSEMBLED, That there shall be appointed on or before the first day of every year a Board of Visitors to the United States Naval Academy and a Board of Visitors to the United States Military Academy.

SEC. 2. Each Board shall be constituted as follows:

(a) The chairman of the Committee on Armed Services of the Senate or his designee;

(b) Three other Members of the Senate to be appointed by the Vice President or President pro tempore of the Senate, two of whom shall be members of the Committee on Appropriations of the Senate;

(c) The Chairman of the Committee on Armed Services of the House of Representatives or his designee;

(d) Four other Members of the House of Representatives to be appointed by the Speaker of the House of Representatives, two of whom shall be members of the Committee on Appropriations of the House of Representatives; and

(e) Six persons to be appointed by the President. The first Board to be appointed pursuant to the provisions of this Act shall, with respect to the nine Presidential appointees, consist of two persons appointed to serve for a period of one year, two persons appointed to serve for a period of two years, and two persons appointed to serve for a period of three years. Two Presidential appointees shall be appointed to each subsequent Board to serve for a period of three years.

SEC. 3. In case of the death or resignation of a member of a Board during the term for which such member was appointed, a successor shall be appointed by the official, or his successor, who appointed the member who died or resigned.

SEC. 4. Each Board shall visit the respective Academy for which it is appointed once annually in April, and each Board or the individual members thereof may, with the approval of the Secretary of the Navy or the Secretary of the Army, as the case may be, make such other visits on matters pertaining to the duties of the Board, or for purposes of consulting with the respective Superintendents of the Academies, as the Board or its members may determine to be desirable.

SEC. 5. (a) It shall be the duty of each Board to inquire into the state of morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy concerned which the Board may decide to consider.

(Pub. Law 816.)

(b) Each Board shall, within sixty days after the meeting designated as the annual visit, submit a written annual report to the President regarding its action as such Board, together with its views and recommendations pertaining to the Academy concerned. Any report based on a visit other than the annual visit shall be submitted by the originator or originators thereof to the President within sixty days after approval of said report by at least a majority of the members of the Board.

(c) Each Board is authorized to call into consultation upon prior approval of the Secretary of the Navy or the Secretary of the Army, as the case may be, such advisers as it may deem necessary or advisable to effectuate the duties imposed upon it by the provisions of this Act.

SEC. 6. (a) Each member of each Board shall receive not more than \$5 per day and be reimbursed under Government travel regulations for actual expenses of travel while performing duties as a member of either Board.

(b) Advisers called for consultation by either Board in connection with the business of the Board shall be compensated in the same manner as members of the Boards in accordance with the provisions of subsection (a) of this section.

SEC. 7. That part of the Act of August 29, 1916, entitled "An Act making appropriations for the naval service for the fiscal year ending June thirtieth, nineteen hundred and seventeen, and for other purposes", which relates to the Board of Visitors to the United States Naval Academy (39 Stat. 608) and reads as follows: "From and after the passage of this Act there shall be appointed every year, in the following manner, a Board of Visitors, to visit the academy, the date of the annual visit of the board aforesaid to be fixed by the Secretary of the Navy: Seven persons shall be appointed by the President and four Senators and five Members of the House of Representatives shall be designated as visitors by the Vice President or President pro tempore of the Senate and the Speaker of the House of Representatives, respectively, in the month of January of each year. The chairman of the Committee on Naval Affairs of the Senate and the chairman of the Committee on Naval Affairs of the House of Representatives shall be ex officio members of said board.

"Each member of said board shall receive while engaged upon duties as a member of the board not to exceed \$5 a day and actual expenses of travel by the shortest mail routes", is hereby repealed.

SEC. 8. (a) So much of the provision of the Act of August 9, 1912, entitled "An Act making appropriations for the support of the Military Academy for the fiscal year ending June thirtieth, nineteen hundred and thirteen, and for other purposes", which provides as follows: "PROVIDED, That the Act approved May twenty-eighth, nineteen hundred and eight, be amended and reenacted so as to read as follows: That hereafter the Board of Visitors to the Military Academy shall consist of five members of the Committee on Military Affairs of the Senate and seven members of the Committee on Military Affairs of the House of Representatives to be appointed by the respective chairmen thereof; the members so appointed shall visit the Military Academy annually at such time as the chairman of said committees shall appoint, and the members from each of said committees may

(Pub. Law 816.)

elect during the session of Congress; and the superintendent of the academy and the members of the Board of Visitors shall be notified of such date by the chairmen of the said committees. The expenses of the members of the board shall be their actual expenses while engaged upon their duties as members of said board not to exceed five dollars per day and their actual expenses of travel by the shortest mail routes", is hereby repealed.

(b) The Act of May 17, 1928, entitled "An Act to provide for the membership of the Board of Visitors to the United States Military Academy, and for other purposes" (45 Stat. 597), is hereby repealed.

Approved June 29, 1948.

PAMPHLETS AND STATISTICAL CHARTS SENT TO MEMBERS OF  
BOARD OF VISITORS, APRIL 1950

Official Register of the Officers and Cadets, U. S. Military Academy, for  
the Academic Year Ending 30 June 1949

Bulletin of the United States Military Academy, 1949-1950

Pamphlet - West Point - Its Objectives and Methods

" Building Leaders - The Story of West Point

Catalog of Information, 1949-50, U. S. Military Academy

Chart Studies:

Total Cadet Separations as to Method of Entrance

Cadet Academic Separations as to Method of Entrance

Total Cadet Separations as to Source of Appointment

Cadet Academic Separations as to Source of Appointment

Cadets Graduated and Separated, U.S.M.A.

Total Cadet Separations

Causes of Cadet Separations, 1927-1948

Causes of Cadet Separations, 1936-1945

Final General Merit as to Method of Entrance

Final General Merit as to Source of Appointment

Strength of Cadet Corps, Actual and Authorized

Sources of Appointment to USMA

Military Training Program, Department of Tactics, U.S.M.A.

Cadet Resignations, 1895-1955

Allotment of Cadet Time

Curriculum USMA

Academic Curriculum USMA by Number of Recitations

Chart Studies (continued)

Academic Curriculum USMA - First Class

Academic Curriculum USMA - Second Class

Academic Curriculum USMA - Third Class

Academic Curriculum USMA - Fourth Class

A Four Year Program in Military Psychology and Leadership

Academic Curriculum

PROGRAM FOR BOARD OF VISITORS, U.S.M.A. 1950

24-27 April 1950

First Day (Monday, 24 April)

P.M.

12:00-1:15 Lunch at U.S. Hotel Thayer - Special Table

Organization Meeting

Election of Chairman  
Consideration of Suggested Program  
Division into two groups - For Wednesday and Thursday  
visits

Science-Engineering  
Humanities

1:30-1:35 Meet Superintendent in Lobby of Hotel

1:35-2:00 Proceed to Post Headquarters

2:00-3:00 Orientation Conference in Office AC/S G-2/3

Address by Superintendent - Welcome and Mission of U.S.M.A.  
Statement by Chief of Staff - General Organization of  
U.S.M.A.

Statement by Dean of Academic Board - General Objectives  
and Methods of Academic  
Instruction

Statement by Commandant of Cadets - General Objectives and  
Organization of Department  
of Tactics

Statement by C.O., 1802d Regt - General Objectives and Organ-  
ization of Regiment

3:00-4:00 Conference with Commandant of Cadets and Assistants in Brigade  
Conference Room

Military Training  
Honor, Duty and Aptitude Systems  
Military Psychology and Leadership  
Physical Education

4:00-5:15 Interviews with Groups of Cadets

Honor Committee  
Duty Committee  
High Ranking Cadet Officers  
Selected Groups from 2d, 3d and 4th Classes  
Including cadets with different backgrounds as to  
prior education, source of appointment and academic  
standing.

EXHIBIT C

5:15-5:35 Inspect Cadet Dining Hall and Kitchen  
5:40-6:10 Witness Review by Corps of Cadets  
6:10-6:40 Visit Cadet Chapel  
Meet Chaplain, U.S.M.A.  
6:40 Return to Hotel  
7:15 Dinner at Superintendent's Quarters  
9:30-11:30 Executive Session

2:30-3:30 Lacrosse Game with Johns Hopkins University

3:30 Leave for Stewart Field

Second Day (Tuesday, 25 April)

Time	Activity
8:15-8:40	Attend Recitation Russian Language (3)
8:45-9:15	Attend Recitation Mathematics (4)
9:20-10:35	Tour of main part of Post: Library, West Point Army Mess, Cullum Hall, Trophy Point, Grant Hall, Hospital.
10:35-11:00	Attend Recitation in History of Military Art (1)
11:00-11:30	Attend Recitation in International Relations (1)
11:30-11:50	Inspect Electricity Laboratories (2)
11:50-12:10	Inspect Mechanics Laboratories (2)
12:10-12:20	Watch Corps of Cadets March to Luncheon
12:20-12:50	Luncheon in Cadet Dining Hall, seated at tables with Cadets
12:50-1:00	Inspect Model Room in Cadet Barracks
1:00-1:05	Watch Class Formation (4)
1:05-1:40	Attend Recitation in Military Law (1)
1:45-2:15	Attend Recitation in Outdoor Sketching (3)
2:15-3:00	Attend Recitation in Military Psychology and Leadership (1)
3:15-4:00	Watch Intramural Sports
4:00-4:30	Sightseeing Tour of West Point
4:30-5:30	Inspection of Training Activities of 1802d Regiment
6:00-8:00	Dinner at Hotel
8:00-10:15	Executive Session

Note: Number in parenthesis after activity indicates Cadet class involved.

Third Day (Wednesday, 26 April)

Time	Science-Engineering Group	Humanities Group
8:15-8:45	Attend Class in Graphics (4)	Conference with Professor of Military Art
8:50-9:15	Attend Recitation in Mathematics (3)	
9:20-10:30	Conference with Director of Physical Education - Watch Instruction	
10:35-11:20	Attend Recitations in Physics and Chemistry (3)	Attend Recitation in German Language (3)
11:25-11:55	Attend Recitation in Military Engineering (1)	Conference with Professor of Law
12:00-1:00	Luncheon at W.P.A.M.	
1:05-1:45	Conference with Professors of Mathematics	Attend Recitation in English (3) and (4)
1:50-2:30	Conference with Professors of Military Topography and Graphics	Conference with Professors of English
2:35-3:10	Conference with Professors of Physics and Chemistry	Attend Recitations in History and Government (2)
3:10-3:45	Conference with Professor of Military Engineering	Conference with Professors of Social Sciences
4:00-5:30	Executive Session	
6:00-9:30	Dinners at Quarters of Staff and Faculty	
9:30-11:30	Executive Session	

Fourth Day (Thursday, 27 April)

Time	Science-Engineering Group	Humanities Group
8:15-8:45	Military Instructor Training	
8:45-9:15	Attend Recitation in Electricity (2)	Conference with Director of Military Instructor Training
9:15-9:55	Conference with Professor of Electricity	Conference with Professors of Foreign Languages
9:55-10:35	Conference with Professors of Mechanics	Attend Recitation in French Language (4)
10:35-11:00	Attend Recitation in Mechanics of Solids (2)	
11:00-11:30	Conference with Professor of Ordnance	
11:30-12:00	Attend Automotive Instruction (1)	
12:00-1:00	Lunch at Hotel	
1:00-2:30	Executive Session - Prepare Report	
	Adjourn	

PROGRAM FOR SENATOR HARRY P. CAIN

Friday, 28 April 1950

- 3:15 Arrive Stewart Field
- 4:00-4:50 Orientation Conference in Office AC/S G-2/3
- Address by Superintendent - Welcome and Mission of U.S.M.A.  
Statement by Chief of Staff - General Organization of U.S.M.A.  
Statement by representative of Dean of Academic Board -  
General Objectives and Methods of Academic Instruction  
Statement by Commandant of Cadets - General Objectives and  
Organization of Department of Tactics  
Statement by C.O., 1802d Regt - Duties and Organization of  
Regiment
- 4:55-5:30 Conference with Commandant of Cadets
- 5:30-6:00 Superintendent's Quarters
- 6:00-6:30 Debate Tournament Banquet

Saturday, 29 April 1950

- 8:45-9:10 Witness Elimination Round I Debate Tournament
- 9:10-9:25 Visit Electronics Laboratory
- 9:30-10:05 Watch instruction in Physical Education
- 10:05-10:20 Visit Cadet Chapel
- 10:20-10:30 Visit Mechanics Laboratory
- 10:35-11:00 Attend Recitation in Fluid Mechanics (2)
- 11:00-11:20 Attend Recitation in History of Military Art (1)
- 11:20-11:30 Visit Library
- 11:30-11:55 Attend Recitation in Mathematics (3)
- 11:55-12:10 Inspection of Mess Hall
- 12:15-1:00 Lunch in Cadet Dining Hall
- 1:00-1:15 Inspection of Model Room in Cadet Barracks
- 1:15-2:30 Interview with Cadets from State of Washington

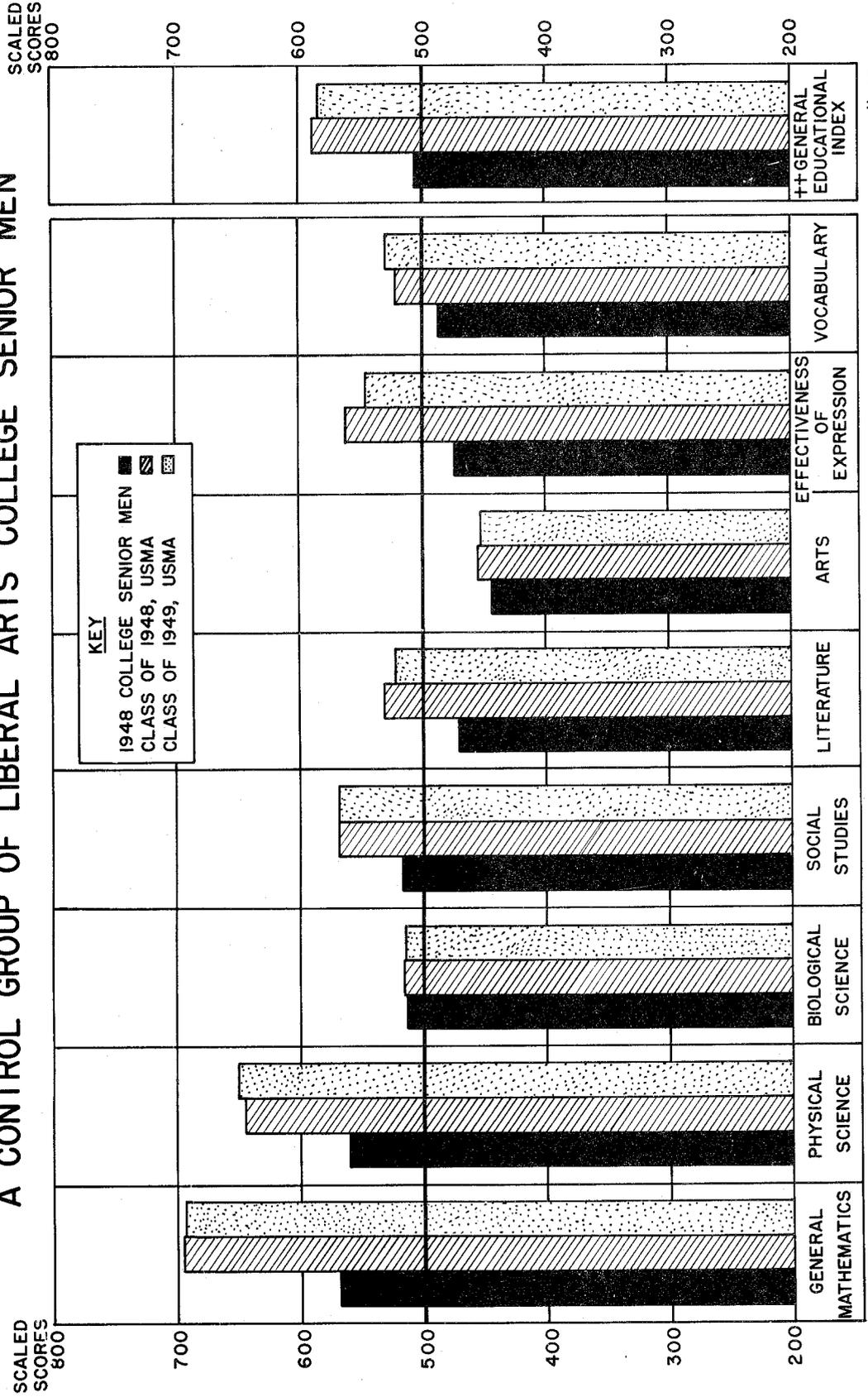
EXHIBIT C

# MEAN SCORES ATTAINED BY USMA CADETS

IN THE

## + GRADUATE RECORD EXAMINATION COMPARED WITH

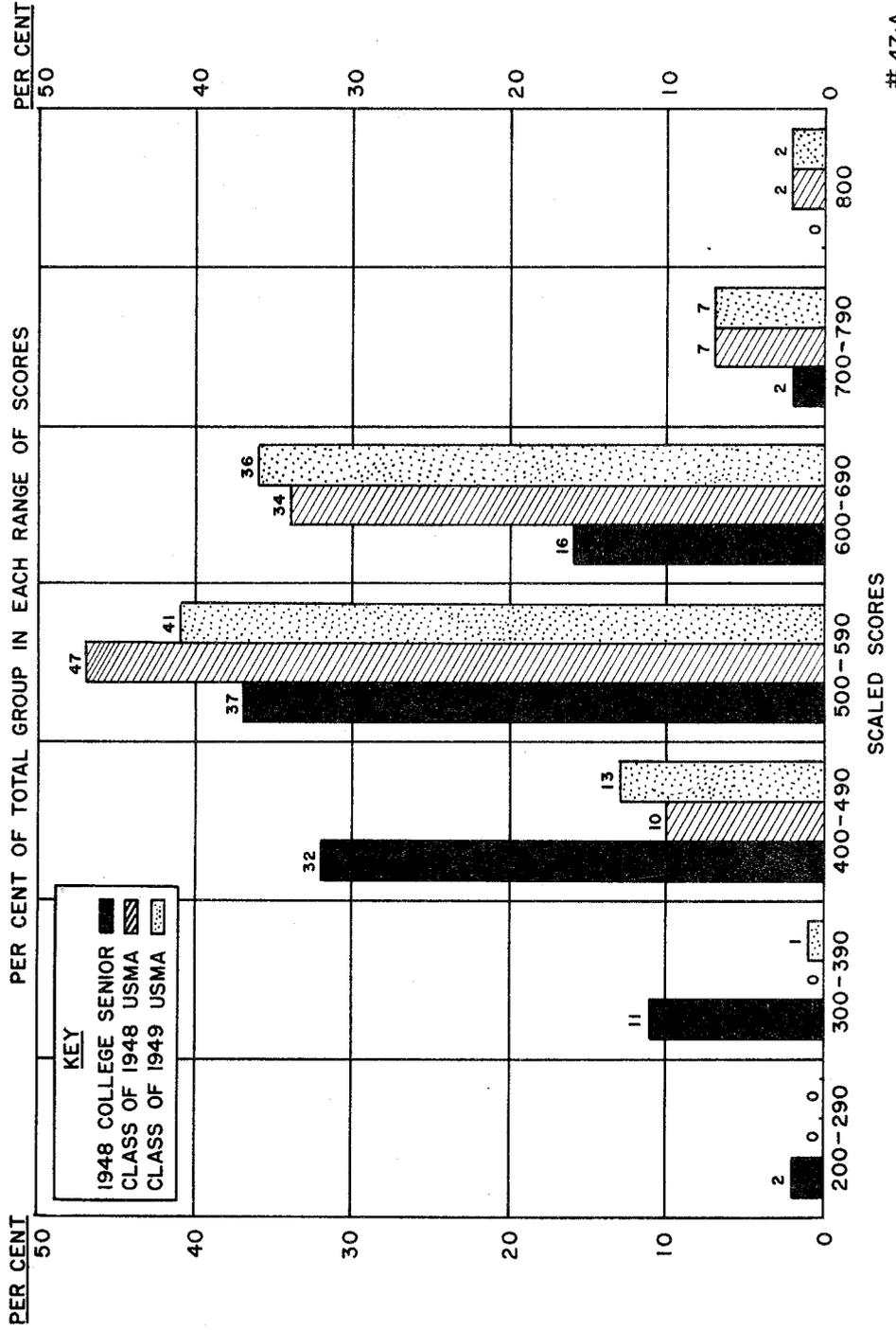
A CONTROL GROUP OF LIBERAL ARTS COLLEGE SENIOR MEN





# PERCENTAGE DISTRIBUTION OF GENERAL EDUCATIONAL INDEX SCORES

IN THE  
**+ GRADUATE RECORD EXAMINATION**  
 USMA CADETS COMPARED WITH  
 A CONTROL GROUP OF LIBERAL ARTS COLLEGE SENIOR MEN



# 47-A

+ PREPARED BY THE EDUCATIONAL TESTING SERVICE, 437 W. 59TH ST., NEW YORK CITY.

USMA AG 17 OCT. '49-200

STATISTICAL DIV-USMA



# GRADUATE RECORD EXAMINATION

(PREPARED BY THE EDUCATIONAL TESTING SERVICE, 437 WEST 59TH ST., NEW YORK 19, NEW YORK.)

## DISTRIBUTIONS OF 1948 SENIOR CLASS MEANS

EACH NUMBER IN THE TABLE REPRESENTS THE NUMBER OF INSTITUTIONS, OF THE 24 INSTITUTIONS SELECTED TO COMPOSE THE 1948 NORMS SAMPLES, WHOSE MEAN SCORE IN A PARTICULAR TEST FELL WITHIN THE INDICATED RANGE. THE POSITION OF THE MEAN SCORE OF THE USMA CLASS OF 1948 IS INDICATED BY AN ASTERISK TO THE LEFT OF THE CORRESPONDING COLUMN OF FIGURES; THAT OF THE USMA CLASS OF 1949 BY AN ASTERISK TO THE RIGHT OF THE COLUMN. FOR EXAMPLE: IN THE SOCIAL STUDIES TEST, THE MEAN SCORES OF 4 OF THE SELECTED INSTITUTIONS FELL IN THE RANGE 480-489; THE MEAN SCORES OF ALL 24 INSTITUTIONS WERE IN THE RANGE 390-559; BOTH USMA MEAN SCORES WERE IN THE RANGE 560-569.

MEANS	GENERAL MATHEMATICS	PHYSICAL SCIENCE	BIOLOGICAL SCIENCE	SOCIAL STUDIES	LITERATURE	ARTS	EFFECTIVENESS OF EXPRESSION	VOCABULARY	GENERAL EDUCATION INDEX
690 - 699	* *								
680 - 689									
670 - 679									
660 - 669									
650 - 659		*							
640 - 649		*							
630 - 639									
620 - 629									
610 - 619									
600 - 609									
590 - 599									
580 - 589									* *
570 - 579	2								
560 - 569	2	2	1	* *			*		
550 - 559	2	1							
540 - 549	2	3	1				*		
530 - 539	2	2	2	2	*			*	
520 - 529	3	2	2	3	*			*	2
510 - 519		2	*	1 *					2
500 - 509		3	5		2			2	2
490 - 499			2	2	2	2	3	3	
480 - 489			2	4	5	4	4	2	3
470 - 479	2		2	2	3	1	2	3	3
460 - 469			3		5	3	4	3	2
450 - 459		2			1	* 2 *	5	4	2
440 - 449	3		1			3			
430 - 439		2			2				
420 - 429			2	2		5			2
410 - 419									
400 - 409									
390 - 399				2					
380 - 389									
370 - 379									
360 - 369									
350 - 359								3	

