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



RETURN TO ARCHIVES

28 April 1951

United States Military Academy
West Point, N.Y.

28 April 1951

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

To : The President of the United States.

1. Act Creating Board

The Board of Visitors to the United States Military Academy for 1951 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 1951 was as follows:

SENATORS

Richard B. Russell, Georgia
Allen J. Ellender, Louisiana
Virgil Chapman, Kentucky
Milton R. Young, North Dakota

REPRESENTATIVES

Clyde Doyle, California, nominee
of Carl Vinson, Georgia, Chairman,
Committee on Armed Services
Errett P. Scrivner, Kansas
John J. Rooney, New York
Wingate Lucas, Texas
Katharine St. George, New York

PRESIDENTIAL APPOINTEES

Dr. Irvin Stewart, President, West Virginia University, Morgantown, West Virginia
Dr. Samuel N. Stevens, President, Grinnell College, Grinnell, Iowa
Mr. William C. Safford, Vice President, Western and Southern Life Insurance Company, Cincinnati, Ohio
Dr. Walter W. Parker, President, Southeast Missouri State College, Cape Girardeau, Missouri
Lieutenant General Troy H. Middleton, President, Louisiana State University, Baton Rouge, Louisiana
Mr. John I. Snyder, President, Pressed Steel Car Company, New York, N. Y.

2.

Following the death on March 6, 1951, of Senator Chapman, Senator Harry F. Byrd of Virginia was appointed to the Board.

Being unable to attend, and exercising his prerogative under the provisions of Section 2a of Public Law 816, Chairman Vinson of the Committee on Armed Services of the House of Representatives, designated Representative Clyde Doyle of California to attend in his stead.

Colonel C.J. Barrett, Head of the Department of Foreign Languages, United States Military Academy, was appointed Executive Secretary for the Board by the Superintendent, USMA.

3. Preliminary Data

In February, or as soon as the names of the appointees became known, the Superintendent of the Military Academy wrote letters to all members notifying them that the week of April 23-28 had been designated as the period of the visit. He also caused to be sent to them certain pamphlets and statistical data pertaining to the Military Academy which it was believed would be of interest to them prior to the convening of the Board, and, at a later date, a suggested program for the visit. A list of the data furnished is appended, as Exhibit B.

4. Convening of the Board

The Board met at noon, April 23, 1951, in the U.S. Hotel Thayer at West Point. Present at the initial meeting were these members:

Mr. Lucas	Mr. Safford
Mrs. St. George	Dr. Parker
Mr. Doyle	Gen. Middleton
Dr. Stewart	Mr. Snyder
Dr. Stevens	

At the initial meeting of the Board Dr. Stewart was unanimously elected chairman.

The Board then considered and, except for minor changes, approved the program of visits, inspections, and conferences which had been transmitted to the members.

Mr. Scrivner, who had been detained in Washington, arrived at West Point and joined the Board at 5:00 p.m., April 23.

5. Procedure

The actual program followed by the Board is attached hereto, marked Exhibit C. Board sessions began generally at 8:15 a.m. and continued throughout each day. Board conferences were conducted each evening ending at 10:30 or later.

Mr. Snyder was unable to remain for the entire period of the visit and departed at 8:00 p.m., April 23.

Urgent business required the departure of Dr. Stevens at 11:18 p.m., April 24, following the second of three executive sessions which were held.

The majority of the Board found it necessary to leave West Point on the afternoon of April 26, and did not participate in the visits of Thursday afternoon and Friday.

6. Comments

a. The Board is saddened by the death in Korea of Major General Bryant E. Moore, former Superintendent of the United States Military Academy, and regrets the passing of one of the Army's able leaders.

b. The Board was graciously received by the present Superintendent, Major General Frederick A. Irving, for whom it wishes every success as he steps out on the path trod by his distinguished predecessors in that office.

d. Morale and discipline(1) Corps of Cadets

(a) Morale. In all its contacts with cadets the Board noted every evidence of excellent morale. Their pride in the Military Academy, their devotion to the honor system, and their confidence in the leadership of the institution were easy to sense. They place great store by their participation in the administration of the Corps and in the maintenance of the high standards of duty in keeping with the great traditions of the Academy. The loyalty of every cadet to the ideals and principles for which the Military Academy stands is evidence that the Corps of Cadets within itself is stimulating and fostering these important attributes of good citizenship.

(b) Discipline. From observation of the cadets themselves and from consideration of the very small number of cadets discharged for deficiency in conduct, the Board is convinced that the discipline of the Corps of Cadets matches its morale.

(2) Staff and Faculty

Alertness, interest in his work, and an apparent desire to perform his duties in the most efficient manner characterized the work of every member of the Staff and Faculty observed by the Board. The very evident preparation of the instructors for their classroom appearance was noted on numerous occasions, as well as their skill in conducting discussion

in the group receiving instruction. Staff officers were observed to exercise personal supervision over the operations with which they were charged rather than indirect supervision from their offices. The Board received the impression that Staff and Faculty operate as a harmonious whole in loyal support of the fundamental principles of the Military Academy.

(3) Remainder of the Command

The dress, appearance, bearing, and courtesy of all members of the command observed during the visit were evidence of good discipline and high morale. The Board was especially impressed with the fine soldierly appearance, alertness, and enthusiasm of the noncommissioned officers of the 1802d Special Regiment who serve as instructors in phases of the military training of cadets. They take appropriate pride in their duties, which they perform with poise and dignity.

e. Curriculum

- (1) The Board approves the continuing study of the curriculum by a standing committee of the Academic Board. The objective of this study is to obtain and maintain an adequate balance between the technical and general educational subjects.
- (2) Since all students at the Military Academy are preparing for the same objective, the curriculum is the same for all cadets. The Board is pleased to note that provision is made for superior students to progress more rapidly and more extensively in the fields of study prescribed, and also that opportunity is afforded for advanced work in special fields to those

cadets whose previous experience fits them for such extras. The Board approves the flexibility permitted within the departments and the absence of any prescription of uniformity for uniformity's sake.

- (3) The Military Academy, as well as all other colleges of the country, must consider modification in courses which might be desirable to meet the manpower demands of a major emergency. In the case of the Military Academy, compression into three years entails more basic change than in other institutions since, at West Point, most of each summer is already devoted to military instruction. The Board believes that a three-year curriculum for the Military Academy should be adopted only as a last resort in a total national emergency.
- (4) Although almost fifty per cent of the instruction at the Military Academy is in military subjects, the graduated cadet is still less well informed on certain fundamentals of his arm of the service than individuals of less education and more experience in that arm. The Board believes that no graduated cadet should be sent directly into combat until he has had opportunity to learn these military fundamentals in, for example, the service school of his arm.

f. Instruction

(1) Staff and Faculty

(a) Use of Non-Graduates

In an academic faculty little changed in size in recent years, the following numbers of officer instructors have been graduates of schools other than West Point:

Academic year 1948-49	30
1949-50	39
1950-51	44
Projected for 1951-52	73

The Associate Director of the Department of Military Psychology & Leadership and five civilian instructors in Foreign Languages, none of whom is a West Point graduate, may properly be added to the above figures.

The Board approves the increasing percentage of non-graduates on the faculty and feels that a still greater number can be used without being out of proportion.

(b) Exchange of Faculty Members

The Board approves the exchange of faculty members with the United States Naval Academy, begun in 1948, which indicates a commendable desire to establish a broad base of experience among the instructors.

(c) Attendance at Meetings of Learned Societies

The Board of Visitors of 1950 recommended in its report that appropriate regulations be issued to permit the Military Academy to participate, as an educational institution, in the programs of such organizations as the American Council on Education, etc. The present Board notes that the impediments to such participation have now been removed and that satisfactory arrangements have been made for the Academy as a whole and its faculty as

individuals thus to keep abreast of modern developments in education.

(d) Desirability of Commissioned Academic Instructors

Academic instructors at the Military Academy must frequently conduct the military training of cadets during the summer training periods. The presence at West Point of officers who have served well in active duty in various theaters of war is an inspiration to cadets. An officer retired for wounds received in action, or an officer recently wounded and incapable temporarily of service in the field, possesses these qualities in the same measure as officers fitted in every way for field duty. Since all instructors are selected primarily because they are highly competent in the subjects they are to teach, and because their additional qualifications accrue from their positions as commissioned personnel, the Board approves the practise of using officers as academic instructors. It further notes with pleasure that the program of utilization of selected combat officers, wounded during the Korean campaign, as instructors at the Military Academy is already under way.

(e) More Permanent Personnel

In 1945 a board of army officers and distinguished civilian educators met at West Point to examine the then three-year curriculum and the proposed four-year curriculum. That board in its report recommended that the number of permanent personnel

in the academic departments be raised to twenty-seven. There are now twenty permanent professors. The Associate Director of the Department of Military Psychology & Leadership and five instructors in the Department of Foreign Languages, while not holding academic tenure, are employed under the rules of the Civil Service Commission and may be considered as permanent. In addition, five officers of retired or reserve components of the Army presently at the Military Academy have been performing the duties of their current assignments since 1943 or earlier. There is no obstacle to continuation of those assignments as long as they shall be in the best interests of the Academy.

The Board of Visitors notes that progress has been made in the direction charted by the board mentioned in the preceding paragraph, but believes that further progress can be made without violence to the principles upon which the Military Academy stands. The Board recognizes, however, the many advantages, both to the Academy and to the Army, of having the bulk of its instructors for a three-year term. This policy makes for dynamic teaching, broadens the education of the officers so assigned, and better qualifies them for later assignments in the Army.

(2) Methods

(a) Quality

The Board observed instruction in all the academic departments and was impressed with its quality. Emphasis is placed on discussion and participation rather than on lectures. Thorough

preparation by each instructor for his class was noted.

The results of the Graduate Record Examination, in which the West Point classes of 1948, 1949, and 1950 participated, are shown in charts attached to this report as Exhibit D. The high group standing of West Point Classes in the subjects covered by the Examination is evidence of the outstanding quality of instruction at the Military Academy.

West Point has an excellent record of graduates who have been selected as Rhodes scholars. Since the first candidate was selected in 1923, twenty-three graduates of the Military Academy have been awarded these scholarships. Two former Rhodes scholars are now members of the faculty at West Point, one a permanent professor and one a young instructor.

The Board believes that steps should be taken to ascertain the records of West Point graduates in graduate study at civilian institutions under recent Army programs. The inferences to be drawn from these records may furnish additional bases of evaluation of West Point's academic instruction.

(b) Publications by the Faculty

Research and study by the members of the faculty have resulted in the preparation of text materials in many of the academic departments. Some of these materials are widely read outside the Military Academy as well as being used as texts there. Economics of National Security, prepared in the Department of Social Sciences, is one example of this type of work.

Within the past twelve months, members of the faculty have contributed articles to professional journals such as the American Mathematical Monthly, Proceedings of the Academy of Political Science, the Teachers College Record (Columbia University), the Mathematical Gazette, the American Historical Review, Nucleonics, College English, Modern Language Notes, and others. Papers have been read before the American Association for the Advancement of Science and others are to be read at the June meeting of the American Society of Engineering Education. These articles and papers are in addition to those appearing in the purely military journals.

It is believed that these scholarly activities not only indicate a worthy intellectual curiosity on the part of the Military Academy faculty but also help to emphasize the position of West Point in the field of education.

(c) Exchange Visits.

In the summer of 1949, twenty-five selected cadets of the First Class visited the occupied zones of Germany and Austria to observe the functioning of military government and of occupation troops. Their trip was extended to include a brief visit to Greece, which at that time was a scene of intense anti-Communist activity. In 1950, twenty-five cadets, also of the First Class, visited the Far East Command for a further study of government in occupied areas, but their visit was cut short because of the outbreak of hostilities in Korea. In the coming summer it is

planned that twenty-four cadets of the First Class visit the Royal Military Academy at Sandhurst, in England, the Royal Air Force College at Cranwell, the Royal Navy facilities at Portsmouth, and economic and industrial institutions in the United Kingdom. They will also have opportunity to engage in formal debate with students of British universities, to interview members of the British public and to gauge British public opinion.

In June 1950 ten cadets of the Second Class visited France and fifteen visited Mexico. A return visit by cadets of the Colegio Militar of Mexico is projected for May 10, 1951, and students of the Ecole Polytechnique of France are expected at West Point this summer.

Annually all cadets of the Second Class, in groups of 100, spend a weekend from Thursday to Sunday at Annapolis, and a corresponding number of midshipmen make a similar visit to West Point. Cadets and midshipmen attend classes together and live the life of the Academy they are visiting.

Each summer a selected group of cadets makes the annual training cruise with the midshipmen, and a corresponding group from the Naval Academy lives at Camp Buckner and receives the same type of military training as the cadets. These exchanges are in addition to the joint amphibious maneuvers in which all Second Classmen of the two Academies participate.

The Board commends these practises and the broader horizons they set for the students of all the schools concerned.

(d) Visits to Manufacturing Establishments

The Board of Visitors of 1950 expressed the belief that it was highly desirable that cadets of the First Class make visits to one or two large manufacturing establishments so that they might have the opportunity to observe mass production of materials of war and the production of one basic commodity such as steel. To date the only trip of this nature is the annual visit to Aberdeen Proving Ground. The present Board concurs in that belief, though it is cognizant of the transportation requirements entailed and particularly of the interruption of production which a mass visit would cause. It should be the policy of the Military Academy to encourage visits by individuals or by small groups of cadets, and to offer such assistance and furnish such identification as would permit cadets to make visits of this nature while on leave or during other authorized absence from West Point.

(3) Military Training

The training program described to the Board is suited to the mission of the Military Academy and provides for the attainment of proper objectives. The Board witnessed no actual training but inspected the scene of the summer instruction at Camp Buckner and the ranges adjacent thereto. The Board found the facilities adequate in every respect and believes that more luxurious surroundings would defeat the purpose of the camp. The Board suggests that the Military Academy and the Army review the summer

training program to provide more rigorous training and greater experience in field and combat conditions.

The preparation of cadets as military instructors is accomplished at the end of the Second Class year in a course well designed to equip the cadets to function as instructors throughout the First Class year. The utilization of the senior class in the training of the under classes is a highly commendable practice, providing actual experience, under competent supervision, in some portions of their future duties as lieutenants.

(4) Physical Education

The Board witnessed part of the regular instruction in physical education of the Fourth Class, inspected the facilities for that training, and discussed with the Director of Physical Education the four-year program in that department. Since physical fitness is an important quality in an Army officer, the program is more extensive than that in civilian colleges and universities. The Board is advised that the program, methods, and equipment of the Military Academy for the physical development of cadets equal or surpass those of any other institution in the country.

The Board found much to commend in the superior knowledge, practical viewpoint, and common sense approach to his task of the Director of Physical Education. Although the Board has been informed that the Military Academy is satisfied with the administrative situation under which the Director of Physical Educa-

tion is assigned, the Board believes that the interests of the Academy would be better served by assuring the continuation of an able Director in this assignment. The Board, therefore, concurs in the opinion held by previous Boards of Visitors that the position of Director of Physical Education be made one of permanent assignment.

(5) Military Psychology and Leadership

Since the creation of this course in 1946, a directed effort has been made to give each cadet an understanding of the art of leading men and of treating their problems in a human and sympathetic manner. In its initial stages the course is aimed at the adjustment of the new cadet to his surroundings. Next, there is an academic course in basic psychology, followed by preparation of the Second Classman for his responsibilities as a First Classman when he will be a cadet officer and will have numerous assignments in the training of cadets of the lower classes. In his final year the cadet receives practical training in the duties of a lieutenant in company leadership and administration. Throughout the four-year course progressively greater responsibilities are placed upon the cadet for conducting the interior administration and discipline of the Corps, as well as for instruction in military subjects and in physical education. The Board heartily approves these measures for the development of leadership and personality.

Since the outbreak of hostilities in Korea, a desire for

knowledge with which to approach the task of leading men in battle is increasingly noticeable among the cadets. The Department of Military Psychology and Leadership has recognized this need, and one conference attended by the Board was devoted to a panel discussion by a group of young officers wounded in Korea and returned to the United States for hospitalization (some still on crutches or otherwise showing the effects of their wounds). The discussion was led by an officer of the Department, himself a combat leader of World War II, and effectively elicited the recital of actual experience in the handling and understanding of men under the trying conditions of battle. The cadets in attendance were intently interested and followed every word with deep concentration. The method of presentation, the selection of the personnel of the panel, and the mechanics of the discussion itself are to be commended.

It is to be hoped that the form of instruction just described can be extended to include also informal conferences in which cadets and young officers can get together in the relaxed atmosphere of the "bull session", there to develop the topics which each individual believes of greatest import to him in the problems he expects to face.

g. Plant Facilities and Equipment.

(1) Utility Rehabilitation and Improvement.

Since the report of the Board of Visitors for 1950 was submitted, there has been some improvement in the utilities

system. Part of the requirements has been or is being accomplished with funds provided in the FY 1951 budget. Priority has been given locally to those projects considered most important, all of them in the central portion of the post where, due to the concentration of cadet activities, the population density is greatest. Two of four projects for reinforcing the water supply system to provide new mains for fire protection are being undertaken. Overloaded electric feeders into the hospital, cadet barracks, and gymnasium are likewise being reinforced. Almost half of the classrooms received improved lighting fixtures last summer. Manholes in the central area are being made safer as the new power installations are made. Appropriations in FY 1951, the Board was informed, will permit accomplishment of approximately half of the measures recommended for the post by utilities and safety engineers.

Funds are being requested in FY 1952 for rewiring the Library and Cullum Memorial Hall. Neither of these buildings has been rewired since the original wiring was accomplished in 1899 and 1901, respectively. The present wiring was run through dumbwaiter shafts and close to wooden surfaces without modern safety devices; the ancient gas jets still furnish much of the support for lighting fixtures in the Library. In both buildings the threat of fire is present, with consequent damage to collections of books, paint-

ings, and memorials whose intrinsic value is measured in hundreds of thousands of dollars and among which are some items which cannot be replaced.

The Board approves the rewiring projects discussed in the previous paragraph. It believes that the rehabilitation already under taken in part is worthy of being completed in those areas of the post where the enlisted men and the officers are quartered; that the reinforcing of the electrical system to reduce the fire hazard and the provision of additional water mains for fire-fighting purposes are desirable. It endorses the provision of adequate and proper lighting in academic areas. It observed the exposed condition of the water mains in the Camp Buckner area and realizes that a hard freeze all but nullifies fire protection there. It believes that the provision of an adequate power and water system, together with safe working conditions, is protection of the governmental investment in West Point and is a matter of consideration for the health and safety of the personnel stationed there.

(2) Library

The Library is housed in the oldest building now in use at West Point, constructed in 1841 as a library and observatory. Since that time it has had two additions, a one-story map and periodical room connecting the Library with the East Academic Building, and subsequently the taking-over of a science room on the first floor of that academic

building.

The Library houses a collection of nearly 140,000 volumes, plus a collection of paintings, many by noted portrait artists. Reading and study facilities in the Library are limited by the necessity of providing shelf space for the most commonly used books. More than 10,000 books are necessarily in dead storage, accessible only with prior arrangement for labor parties to accomplish the physical task of uncovering the desired volumes. The towers of the buildings are filled with papers and historical records similarly inaccessible. The oven-like heat of summer under the slate roof and the penetrating cold of winter still further limit use of records stored in the attic, as well as shorten the life of bindings of volumes stored there. No facilities whatsoever exist for the accommodation of scholars and writers conducting research in the Military Academy Library for historical papers concerning the Academy and its graduates. Microfilm viewers are housed in dark and poorly ventilated locations in the basement which makes their use as a study medium unattractive. The collection of rare books and of documents concerning the Hudson Valley has outgrown the space provided for it. The absence of lift facilities for movement of loaded book-carts from one level to another in the Library requires the assistance of Library employees who are thus temporarily prevented from accomplishing their normal duties.

Plans have been drawn for a one-story addition to the Library, extending into the courtyard behind the Library itself, and providing 8000 square feet of additional space, plus utilization of one tower of the building for installation of an elevator. The estimated cost of these improvements is \$265,800. The Board heartily endorses the project for facilitating use of the Library.

(3) Laundry

The Board visited the Laundry, built in 1919 when the strength of the Corps of Cadets was less than half its present size. The building itself is not adapted to modern production methods. Facilities for handling baskets of laundry are inefficient. Much of its machinery is obsolete. Capacity expansion measures have necessitated placing machines so close together as to interfere with efficient operation. Partly for lack of space, and partly because the supports of the second floor were not adequate for the installation of heavier machinery, new pressing machinery has been installed in the basement, separating operations in this department. On the occasion of the Board's visit, in April, ventilation and temperatures were just satisfactory; it is reported that working conditions approach the intolerable during the summer months, the laundry's busiest period with the extra load of khaki and white uniforms of the cadets.

If a new laundry were constructed, the present building,

with its ramps and loading platforms, would be usable with little modification to ameliorate an insatiable requirement for storage space. Part of it too could be used for the Military Academy printing plant, now in a tower of the headquarters building.

The Board visited the site upon which it is hoped to construct a new laundry and believes that the time has come to undertake that construction, for which funds are being asked in the current budget estimates.

(4) Academic Space

The Board devoted much study to the proposal for increased academic space. The increase in the size of the Corps of Cadets since 1942 has necessitated instruction groups of 15-18 men rather than the 12-15 considered desirable. With the exception of the present First Class, none of the academic lecture halls can seat an entire class at one time.

Academic space requirements are a function of the size of the Corps of Cadets, whose academic schedule is intricately linked with schedules of military instruction and other requirements upon the cadet's time. The Board realizes that it would be difficult to fix the size of the Corps and notes that there will be periods during which the facilities available will not bear the best relationship to the number of students.

The location of the Academy is such that new buildings can be constructed only at great expense. All good sites for buildings are presently in use; other sites can be developed only by blasting deeply into formations of hard rock. Congress should examine this problem thoroughly. The optimum size of the Corps should be determined for existing facilities. If Congress decides to increase the present size of the Corps, it should be prepared to appropriate the very large sums of money needed to provide the academic space, living quarters, and eating facilities for the enlarged Corps.

It is noted that a planned conversion of the riding hall, now not being effectively used, has been drawn up by an architectural firm, and that the estimates for the conversion have been made solely by that firm. The size of the cost estimates leads to the belief that the project should be thrown open to several architects to submit their ideas of how the space may be used more efficiently with lower conversion costs. The Board is of the opinion that further study and the development of alternate plans are desirable.

h. Fiscal Affairs

The Board investigated the fiscal affairs of the Military Academy and found no serious problems requiring consideration by the Board.

i. Religion

The Board inspected the Cadet Chapel and interviewed the Chaplain, U.S. Military Academy. The Board is pleased with the facilities available for religious training and worship at West Point.

j. Cadet Life

Study of the programs of cadet activities indicates that organized athletics and extra-curricular activities provide outlets for cadet participation in physical, intellectual, and social pursuits and in hobbies, debates, music, and numerous other fields. The Board is gratified to note that, despite the rigorous requirements of academic study, military training, and religious and physical education, cadets still have opportunity to enjoy religious, social, and recreational activities of their own choosing.

k. Uniforms

Sharp increases in the cost of materials and in wages have increased the cost of cadet uniforms to such a degree that their cost to the average cadet over a four-year period is approximately equal to one year's pay. Effort has been made to hold down this amount by the use of fatigue clothing for much of the military training and by the use of the shirt for classroom wear instead of the specially tailored blouse. At graduation the cadet must provide himself with completely new uniforms, since no article of outer wear in the cadet uniform except shoes is adaptable to either the Army or the Air Force in which

graduates are commissioned.

1. Public Relations

The Board notes with approval the continuing effort to make West Point better known to the American people. The program inaugurated by General Moore is being vigorously carried out by his successor. The Military Academy is accomplishing in excellent fashion its mission of preparing officers for a lifetime career in the Army or Air Force; it is indoctrinating these young men with the highest ideals of honor, duty, integrity, and good citizenship; but the country at large knows very little about West Point objectives and about the splendid results being obtained. It is hoped that the celebration of West Point's sesquicentennial in 1952 will contribute to the public knowledge of this, their national Military Academy, of which they may be justly proud.

→ 7. RECOMMENDATIONS

The Board submits the following recommendations:

a. Permanent Academic Personnel

That authorization be obtained to increase the number of permanent personnel at the Military Academy, together with appropriate legislation to provide for suitable promotion for the individuals appointed, so that the caliber of instruction may not suffer if difficulty is encountered in securing adequately trained instructors by normal Army assignment.

CONTAINED IN
PROPOSED LEGISLATION
PREPARED BY
DEPT OF DEFENSE
"SERVICE ACADEMIES
ACT 1951"

→
PREVIOUSLY
RECOMMEND BY Supt
BUT DISAPPROVED
BY DEPT OF ARMY

b. Director of Physical Education

That the position of Director of Physical Education be made permanent by legislation which would authorize an additional 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.

c. Library

That an addition to the Library be constructed to provide additional space of approximately 8000 square feet, in accordance with plans already prepared by the Post Planning Board.

d. Laundry

That a new laundry be constructed and provided with modern machinery so that the efficiency of laundry operations may be increased and better working conditions may be provided for the employees.

e. Academic Space

That a continuing study be made of the problem of providing needed additional academic space on a less imposing scale than that now proposed by the Post Planning Board, and that further plans and estimates be procured from other architects or engineers.

f. Utilities Improvement

That the proposed reinforcement of the water and electrical

distribution systems be accomplished, that the improvement of lighting in the academic buildings be completed, and that the proposed rewiring of some of the older buildings, the relocation of water mains in the Camp Buckner area, and the rehabilitation of conduits and manholes be pushed to a rapid conclusion as a matter of safety and health.

g. More Rigorous Summer Training

That the military Academy review its program of summer training for cadets to determine whether it now provides a proper acquaintance with and exposure to the conditions of life in the field as distinguished from peace-time garrison life.

h. Combat Assignments of Graduates

That graduates of the Military Academy be required to complete a course of instruction in the service school of their arm, or to receive equivalent experience, before being assigned to duties in combat.

i. Cadet Uniforms

That a thorough, complete and early study be made of prices and procedures in Cadet uniform purchases and that suggestions be sought for adoption of a uniform which can be used in active military service after graduation, so that the equivalent of one year's cadet pay need not be expended solely for uniforms whose use is limited to the period of service as a cadet.

j. Records of Graduates

That a study be made of the records of Military Academy graduates in graduate study at civilian institutions as an additional check on the efficacy of West Point's undergraduate course and its methods of instruction.

8. CONCLUSION

The Board expresses its thanks to the staff of the United States Military Academy, especially the Board's Executive Secretary, Colonel C. J. Barrett, for their help throughout the period of the visit. The Superintendent's practical approach to the problems of his office, his sympathetic understanding of educational affairs, and his gracious and considerate friendliness should make him a worthy successor to General Moore. The members of the Board look forward to continuing the acquaintance now begun.

The members of the Board, as would every citizen of the United States under similar circumstances, take pride in the young men of the Corps of Cadets. Their enthusiasm, their loyalty, their confidence in the vital principles summed up in the three words of their motto, Duty, Honor, Country, must impress all who are given opportunity to know them.

It is our belief that the Military Academy is accomplishing in excellent measure its mission; that its graduates go forth with a balanced and liberal education upon which to base increasing knowledge, and with motivation for a lifetime of military service to their country. These sons of West Point will

undoubtedly be, in time of stress, worthy defenders of this
great American republic.

ERRETT P. SCRIVNER
United States House of
Representatives

IRVIN STEWART
President
West Virginia University
Chairman

WINGATE LUCAS
United States House of
Representatives

KATHARINE ST. GEORGE
United States House of
Representatives

CLYDE DOYLE
United States House of
Representatives

SAMUEL N. STEVENS
President
Grinnell College

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

WALTER W. PARKER
President
Southeast Missouri State
College

TROY H. MIDDLETON
President
Louisiana State University

JOHN I. SNYDER
President
Pressed Steel Car Company

(Public Law 816--80th Congress)
(Chapter 714--2 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 last 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 six 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 for the unexpired portion of the term. Such 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.

(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 (30 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 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 chairman 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 visit said academy together or separately as the said committees may 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 MARCH-APRIL 1951

Official Register of the Officers and Cadets, U. S. Military Academy, for
the year ending 30 June 1950

Catalogue of the United States Military Academy, 1950-51

Annual Report of the Superintendent, 1950

Pamphlet - West Point, Its Objectives and Methods

Pamphlet - Building Leaders - The Story of West Point

Public Law 816 - 80th Congress "An Act to provide for a Board of Visitors,
etc"

Chart Studies

- #3 Total Cadet Separations as to Source of Appointment
- #4 Cadet Academic Separations as to Source of Appointment
- #7 Cadets Graduated and Separated
- #8 Total Cadet Separations
- #9 Causes of Cadet Separations, 1924-1949
- #10 Causes of Cadet Separations, 1937-1946
- #13 Final General Merit, as to Method of Entrance
- #14 Final General Merit, as to Source of Appointment
- #18 Strength of Corps of Cadets, Actual and Authorized
- #21 Sources of Appointment to USMA, Authorized Strength
- #26 Organization - USMA
- #29 Breakdown of Cadet Time Under Supervision of Department of Tactics
- #29B Military Training Program, Department of Tactics
- #32 Cadet Resignations, 1895-1955
- #34.1 Academic Curriculum, First Class

#34.2 Academic Curriculum, Second Class

#34.3 Academic Curriculum, Third Class

#34.4 Academic Curriculum, Fourth Class

#35 Academic Curriculum - Four Year Program

#43 Four Year Program, Military Psychology and Leadership

Suggested program for the Board of Visitors, subject to adoption or revision by the Board itself at its organization meeting.

PROGRAM FOLLOWED BY BOARD OF VISITORS, USMA, 1951

First Day (Monday, 23 April)

PM
1200-1315

Lunch at US Hotel Thayer - Special Table

Organization Meeting
Selection of Chairman
Consideration of suggested program

1330-

Met Superintendent in lobby of hotel; proceeded with him to Headquarters USMA.

1345-1500

Orientation Conference in office of ACofS G-3
Superintendent - Mission of USMA
Chief of Staff - General Organization
Dean - General Objectives and Methods of
Academic Instruction
Commandant of Cadets - General Objectives and Organi-
zation of Department of Tactics
CO, 1802d Special Regiment - Organization and Functions
of Regiment

1500-1600

Conference with Commandant of Cadets in Brigade Conference Room

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

1600-1715

Interviews with groups of cadets

Honor Committee
Duty Committee
Selected cadet officers
Selected cadets from 2d, 3d and 4th Classes,
with different backgrounds as to prior education,
source of appointment and academic standing

1715-1735

Inspected Cadet Dining Hall and Kitchen, and Division of Cadet Barracks

1740-1810

Witnessed review by Corps of Cadets.

Evening

Dinner at Superintendent's quarters, followed by Executive Session at Hotel, 2000-2230

Exhibit C.

Second Day (Tuesday, 24 April)

AM
0845-0930 Conference with Dean of the Academic Board

0930-1115 Conference with Chief of Staff

Construction planning
Physical equipment
Fiscal matters
Personnel

Staff officers were present for
discussion of the above subjects.

1120-1200 Inspected Mechanics laboratories

PM
1210-1250 Luncheon in Cadet Dining Hall, seated at tables with cadets

1255-1325 Visited Cadet Chapel
Met Chaplain, USMA

1325-1350 Inspected Post Laundry

1400-1430 Attended recitations in English (4) and (3)

1430-1500 Attended recitations in History and Government (2)

1515-1640 Visited building sites, proposed Memorial Hall,
proposed new laundry. Visited Camp Buckner area.

1640-1745 Inspected training activities of 1802d Special Regiment

1930-2230 Executive session at Hotel

Note: Number in parentheses after
activity indicates Cadet Class
involved.

Third Day (Wednesday, 25 April)

	Science-Engineering Group	Humanities Group
AM 0815-0845	Attended class in Graphics (4)	Attended recitation in History of Military Art
0850-0915	Attended recitation in Mathematics (3)	
0930-0950	Visited Library, USMA	
0950-1030	Conference with Director of Physical Education and observation of instruction (4)	
1035-1105	Attended class in Military Instructor Training (2)	
1110-1145	Attended recitation in Physics (3)	Attended recitation in French language (3)
1200-1300	Luncheon, West Point Army Mess	
PM 1305-1330	Attended recitation in Military Psychology and Leadership	
1330-1425	Attended class in Military Sketching and Terrain Appreciation (3)	
1430-1500	Attended recitation in Military Law (1)	
1500-1545	Conference with Professor of Law	
1600-1645	Varsity athletics: Baseball, Princeton University Tennis, Princeton University	
1700-1830 and 1945-2300	Executive session at Hotel	

Fourth Day (Thursday, 26 April)

	Science-Engineering Group	Humanities Group
AM		
0815-0845	Attended recitation in Electricity (2)	
0845-0925	Conference with Professors of Electricity	Conference with Professors of English
0930-1000	Conference with Professors of Mathematics	
1000-1035	Conference with Acting Professor of Ordnance and visit to Ordnance Laboratories	
1040-1150	Attended recitation in Mechanics of Solids (2) Conference with Professors of Mechanics	Attended recitation in International Relations (1) Conference with Professors of Social Sciences
1200-1300	Lunch at Hotel	
PM	Visits of inspection to Post Children's School and to Station Hospital	

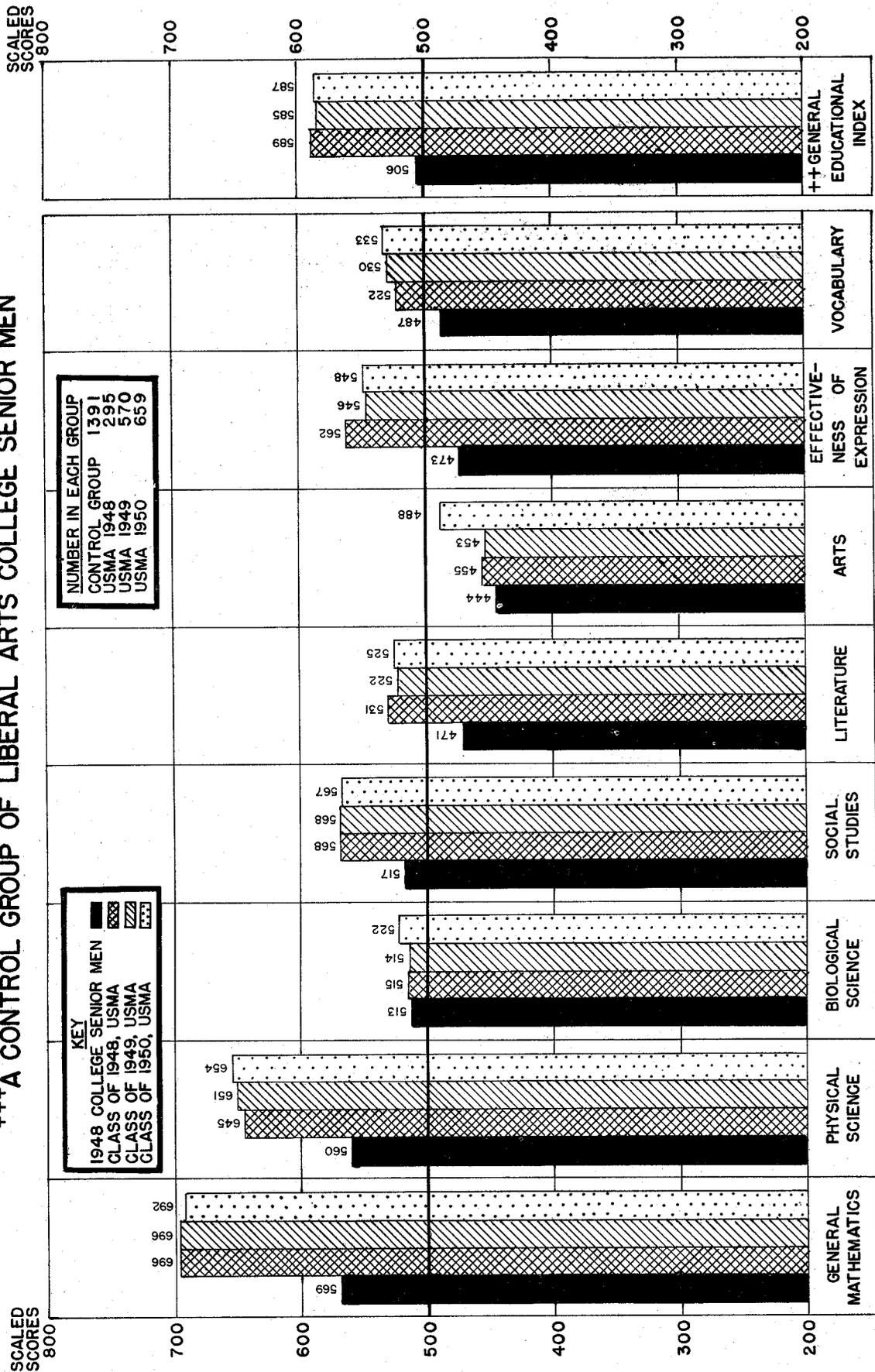
Fifth Day (Friday, 27 April)

AM Visit to USMA Preparatory School at Stewart Air Force Base.

MEAN SCORES ATTAINED BY USMA CADETS

IN THE
+ GRADUATE RECORD EXAMINATION
 COMPARED WITH

+++ A CONTROL GROUP OF LIBERAL ARTS COLLEGE SENIOR MEN



NUMBER IN EACH GROUP
 CONTROL GROUP 1391
 USMA 1948 295
 USMA 1949 570
 USMA 1950 659

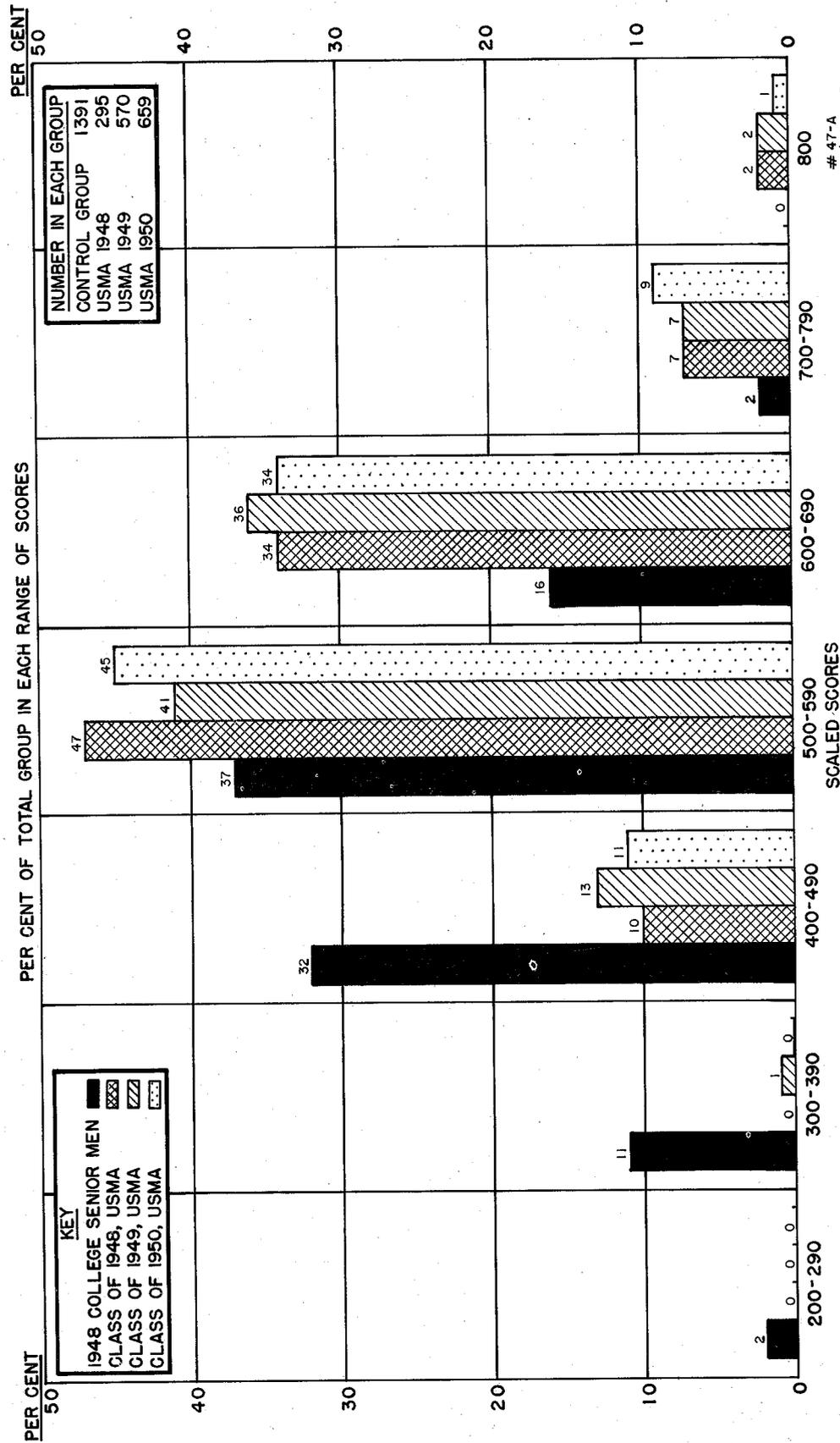
KEY
 1948 COLLEGE SENIOR MEN
 CLASS OF 1948, USMA
 CLASS OF 1949, USMA
 CLASS OF 1950, USMA

Exhibit D

+ PREPARED BY THE EDUCATIONAL TESTING SERVICE, PRINCETON, NEW JERSEY.
 ++ BASED ON TOTAL OF EIGHT SUB-TESTS
 +++ FROM 24 DIFFERENT INSTITUTIONS

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



+ PREPARED BY THE EDUCATIONAL TESTING SERVICE, PRINCETON, NEW JERSEY.
++ FROM 24 DIFFERENT INSTITUTIONS

GRADUATE RECORD EXAMINATION

(PREPARED BY THE EDUCATIONAL TESTING SERVICE, PRINCETON, NEW JERSEY.)

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 RIGHT OF THE CORRESPONDING COLUMN OF FIGURES; THAT OF THE USMA CLASS OF 1949 BY A ○; THAT OF THE USMA CLASS OF 1950 BY A ▲. 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; ALL 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	1								* ○ ▲
570-579	2								
560-569		2	1	* ○ ▲			*		1
550-559		1							
540-549	2	3	1				○ ▲		
530-539	2	2	2					1	1
520-529	3	2	2	3	*			* ○ ▲	2
510-519	1	2	1	2	○ ▲				2
500-509		3	5	1	2		1	2	2
490-499	1	1	2	2	2		3	3	
480-489	1		2	4	5		4	2	3
470-479	2	1	2	2	3		2	3	3
460-469		1	3	1	5		4	3	2
450-459	1	2		1	1		5	4	2
440-449	3		1	1	1	3			
430-439	1	2		1	2	1		1	1
420-429	1		2	1		5			1
410-419	1	1		2	1				2
400-409		1		1		1			
390-399				2	1			1	1
380-389							1		1
370-379									1
360-369								3	
350-359						1			

SOURCE: DEAN'S OFFICE
STATISTICAL OFFICE, USMA 7/14/50

