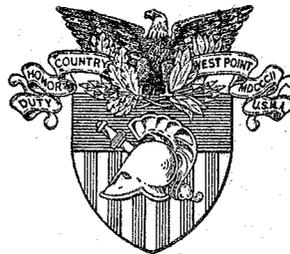
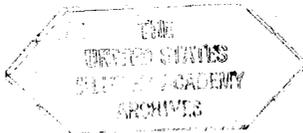




REPORT
of the
BOARD OF VISITORS
to the
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK



29 April 1954



UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK

29 April 1954

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 1954 was appointed under the provisions of Public Law 816, 80th Congress, Chapter 714, Second Session. A copy of the law is appended, marked Exhibit A.

2. PERSONNEL OF THE BOARD

The membership of the Board as constituted for the year 1954 was as follows:

SENATORS

John S. Cooper, Kentucky,
representing Leverett Salton-
stall, Massachusetts, Chairman
of the Committee on Armed
Services
Homer Ferguson, Michigan
A. Willis Robertson, Virginia
John C. Stennis, Mississippi

REPRESENTATIVES

Dewey Short, Missouri,
Chairman of the Committee on
Armed Services
Gerald R. Ford, Jr., Michigan
Frank J. Becker, New York
Albert Thomas, Texas
Melvin Price, Illinois

PRESIDENTIAL APPOINTEES

Very Reverend John A. Flynn, President, St. John's University, Brooklyn,
New York
Colonel Francis Pickens Miller, Charlottesville, Virginia
Dr. Karl T. Compton, Chairman of the Corporation, Massachusetts Institute
of Technology, Cambridge, Massachusetts
Dean John R. Dunning, School of Engineering, Columbia University, New York,
New York
General Lucius DuB. Clay, Chairman of the Board, Continental Can Company,
New York, New York
Dr. John S. Dickey, President, Dartmouth College, Hanover, New Hampshire

Colonel Charles J. Barrett, Professor of Foreign Languages, United States Military Academy, was appointed Executive Secretary for the Board by the Superintendent, U. S. Military Academy.

3. PRELIMINARY DATA

The Board being required by law to visit the Military Academy annually in April, the Superintendent, after preliminary correspondence with those members whose assignment continues from last year, notified all members that April 26-30, the latest possible dates, had been designated for the visit. He also sent to them certain pamphlets and statistical data, together with 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 26, 1954, in the U. S. Hotel Thayer at West Point. Present at the initial meeting were the following members:

Senator Robertson	Dean Dunning
Senator Stennis	General Clay
Colonel Miller	Dr. Dickey
Dr. Compton	

At the initial meeting Dean Dunning was unanimously elected as Chairman, and Dr. Compton was unanimously elected as Vice-Chairman.

Urgent Congressional duties required the return to Washington of Senators Robertson and Stennis at 7:45 a.m., 27 April. Knowing this, the Senators devoted the morning of 26 April, which was actually prior to the convening of the Board, to an inspection of many facets of the Military Academy's activities.

Pressing business required the presence elsewhere on 27 April of Dean Dunning and General Clay. Both members returned to West Point at 8:00 a.m., 28 April, but General Clay found it necessary to depart again that evening. Dr. Dickey was forced by other engagements to depart late in the afternoon of 28 April.

5. PROCEDURE

The detailed program followed by the Board in its visit is appended hereto, marked Exhibit C. The Board met both in the morning and afternoon of each day.

The Board departed on the afternoon of 29 April, following a final conference with the Superintendent at which the Board's observations and recommendations were discussed with that officer.

6. COMMENTS

a. MORALE

(1) CADETS

The Board found morale among cadets excellent. Healthful criticism was heard from many of them but no actual complaint was received. Motivation for a career of service to our country appears to be highly satisfactory.

It is noted that this morale is maintained in the face of crowded conditions in the cadet barracks, conditions which are undesirable and not in the interest of the cadet nor his academic development.

(2) REMAINDER OF THE COMMAND

Excellent. All personnel observed evinced a healthy concern for the progress of the Military Academy, and were impatient of delays in the accomplishment of desirable improvements.

b. DISCIPLINE

Problems of discipline appear to be effectively handled and high standards are being maintained.

c. CURRICULUM

The Board of Visitors for 1953 recommended study of the feasibility of providing a limited number of majors in the course of study at West Point, and the submission of recommendations to the present Board concerning the type and content of each major, the time and method of placement of each cadet in his major, provision for including formal instruction in ethics in all majors, and the adjustment in personnel and facilities required to provide the proposed diversification.

A board of officers headed by Colonel James W. Green, Jr., Professor of Electricity, was appointed by the Superintendent to make the foregoing study. That board's report was furnished to the Board of Visitors, which discussed the report with the members of Colonel Green's board.

The Board of Visitors noted with much interest and appreciation the work done by Colonel Green and his associates. Their analysis has been most helpful and has had the desired effect of stimulating lively discussion of this phase of academic matters. They have kept in view throughout the principle of broadening opportunity for cadets to exercise some influence in their choice of a course.

The Board is aware of the difficulties attendant upon the introduction of fundamental changes in the curriculum. It is confident, however, that study of the possibilities recommended by the Green Board will be actively pursued by the Academic Board. It believes that periodic reviews in this and related fields will contribute to the progress of the Military Academy, and hopes that ways will be found to effect desirable changes and improvements.

d. INSTRUCTION

(1) ACADEMIC

The Board interviewed the heads of several academic departments, visited some of the laboratories and classrooms, and observed classroom instruction of cadets. In many cases instruction was of superior quality; in no case was it observed to fall below an acceptable standard.

(2) MILITARY

From what was seen, it is believed that the military training of the cadets is proceeding satisfactorily. The Board was impressed with the vision, energy and understanding of the Commandant of Cadets, who is directly charged with the instruction in military matters of the Corps of Cadets.

e. PHYSICAL EQUIPMENT

(1) ACADEMIC FACILITIES

The academic facilities of the Military Academy have fallen behind the standards of other facilities thereat. It is believed that improvement in this respect can contribute more than any other single item to the accomplishment of West Point's mission. As an educational institution of collegiate rank, its academic establishment should and must be maintained at least on a par with its other instructional plant.

Additional up-to-date academic space is sorely needed. Topographic characteristics of West Point limit the choice of sites for construction of this nature because the cadet's closely-scheduled day gives him little time for movement over any considerable distances to places of instruction.

Studies have been made of several possibilities, including both conversion of the unused riding hall and construction of an entirely new building. Preliminary estimates indicate that the cost per square foot of a new building, were a suitable location available, would exceed by nearly one quarter the corresponding cost of conversion of an existing structure. The cheapest acceptable specifications and construction details were used in the preparation of both those estimates.

Previous Boards of Visitors have recommended completion of this academic project, and its accomplishment is long overdue. This Board is informed that money has been made available for the preparation of detailed plans for this work. The Board feels that that preparation should be vigorously pushed and that the work of conversion should begin as soon as possible, so that the means for carrying out the academic mission of the Military Academy may be restored to a proper balance with the other instructional facilities at West Point.

(2) CADET BARRACKS

The authorized strength of the Corps of Cadets and the number of rooms in cadet barracks require that the majority of these rooms, designed for two occupants, house three, and in some cases four, cadets. Statistics show that occupants of four-man rooms have generally lower academic standings than occupants of three-man rooms and that the latter cadets are at a similar disadvantage when compared with the occupants of two-man rooms.

While construction of new barracks will eventually be required, some amelioration of the crowded conditions will become possible upon completion of the academic building discussed in the preceding sub-paragraph. The older of the existing academic buildings will then become available for conversion into barracks space and into office space for the Department of Tactics; removal of these offices from existing barracks space will in turn provide additional housing space.

Plans should be prepared now for remodeling the old academic building and providing additional housing for cadets, so that the work may begin immediately upon completion of the new academic facilities.

(3) MODERNIZATION OF EXISTING BARRACKS

Additional showers and toilets are required in the oldest of the cadet barracks in order to establish greater equality in living conditions among cadets. The comfort and conveniences in the oldest barracks are markedly inferior to those to be found in barracks of more recent construction.

Extensive alterations in cadet barracks should be undertaken during the period of minimum occupancy, which is the summer months when cadets are receiving their military training elsewhere. Detailed plans and estimates to the amount of \$497,000 are now ready. There is no justifiable reason for postponement of this work. Immediate authorization is required, however, if the work is to be accomplished in the

coming summer. The Board believes that such immediate action is warranted in order to put a prompt end to variations in living conditions among cadets.

(4) SEWAGE TREATMENT PLANT

The post of West Point is discharging raw sewage into the Hudson River. While this is not the only community contributing to pollution of the river, it is believed that the federal government should not by its own inaction provide an excuse for other communities to perpetuate an increasingly insanitary condition.

West Point has projected a sewage treatment system, but the priority assigned to the project is not, in the opinion of the Board, sufficiently high. The construction of the projected system should be undertaken without delay.

(5) CADET ACTIVITY CENTER

The Board was informed of the need for a building suitable for large functions, such as receptions, concerts, dances, theatrical presentations and other entertainment. Such facilities are currently minimal and lacking in convenience, dignity, and beauty. The present theatre is a portion of the gymnasium, with a flat floor and movable seats, except for those in the balcony; the total seating capacity is 2538. In general, no hall other than a gymnasium can accommodate a social function for more than one class of cadets.

General plans have been drawn for a building to contain a large auditorium, extracurricular activity clubrooms, and a reception hall of suitable size.

The Board finds that need for such a building does in fact exist. It considers that its provision should receive a high priority, following immediately after the Academy's needs for academic and cadet housing facilities.

f. FISCAL AFFAIRS

A temporary stringency caused by the approach of the national debt to its legal limit was met by a reduction in local inventory and curtailment of some of the less important activities. No serious deficiency in maintenance resulted, however; and no major problems now exist in the Academy's operating budget.

g. STATUS OF THE U. S. MILITARY ACADEMY AS AN EDUCATIONAL INSTITUTION

The present Board concurs in the opinion expressed by the Board of Visitors for 1953, that the academic requirements of the U. S. Military Academy are unique within the Army, and that a certain flexibility is sometimes required in the application of policies which are otherwise Army-wide. One field in which this flexibility is essential is the assignment of personnel, of which two instances are discussed below:

(1) SELECTION OF INSTRUCTORS

The educational mission of the Military Academy demands that academic personnel be adequately qualified and that, when possible, the best qualified individuals be selected for the task. The principle of selection of academic personnel according to their qualifications for the particular post they are to occupy should be maintained to the maximum possible degree.

(2) LIBRARIAN

The Librarian of an institution of higher learning occupies an important place, and frequent changes in the position are undesirable. Military manpower considerations have required frequent examination of the status of the Librarian, U. S. Military Academy, a retired officer on active duty in that assignment. The Librarian cannot escape a feeling of concern at the relative insecurity of his position.

The Board believes that a Librarian, once assigned, should be assured of his continuation in office, provided he satisfactorily performs his duties, for a period defined in terms of years or in terms of the age of the individual concerned, and that, if necessary, such continuation in office should be considered an exception to general policies relating to the assignment of retired officers.

h. ENTRANCE REQUIREMENTS FOR CADETS

The Board notes and endorses the proposal already submitted by the Military Academy to the Department of the Army for the adoption of the College Entrance Examination Board tests for candidates for admission to the Academy. Approval of that proposal will place the mental requirements for entrance to West Point on a basis readily understood by prospective college students and should result in important advantages to the Academy.

Many other questions concerning the selection, nomination and admission of candidates remain under study at West Point. It is believed that the Military Academy can benefit greatly in such studies from association with other institutions of higher learning, and that admissions officers of those institutions may be able to contribute valuable suggestions based upon their own experience.

i. PURSUIT OF GRADUATE STUDIES BY INSTRUCTORS

The pursuit of professional advancement by instructors at the Military Academy is to be commended and encouraged, and it is hoped that such efforts will continue.

j. PAY

(1) CADETS

The Department of Defense has proposed legislation to increase the pay of cadets. Many of the cadets interviewed were found to be in debt, and it was reported that the amount of individual indebtedness would be greater still except for money received from home or from other sources outside the Military Academy. This introduces a financial discrimination undesirable in a democratic service institution like the U.S. Military Academy.

The Board endorses as fair and necessary the increase in the pay of cadets proposed by the Department of Defense, and hopes that steps may be taken to expedite submission of the proposal to Congress.

(2) CHAPLAIN

The Military Academy is currently attempting to fill a prospective vacancy in the position of Chaplain, U. S. Military Academy. The position was established in 1896, its pay was fixed in 1928, and a specific increase was provided by legislation in 1945 for a Chaplain serving under a reappointment.

The pay provided, however, is less than that received by rectors of many churches with smaller membership and fewer responsibilities. That fact has brought an immediate termination of interest in the position on the part of a considerable number of clergymen who were being considered for the Chaplaincy.

The Board regards the position of Chaplain, U.S. Military Academy, as one having an important bearing on the general welfare and development of the Corps of Cadets, and believes that the pay should be sufficient to attract to that office men of adequate qualifications and attainments in their field.

(3) PERMANENT PROFESSORS

The success of the Military Academy obviously depends upon the quality of the people who have much to do with shaping its course and guiding its efforts. All the permanent professors have been selected from groups of individuals whose caliber was such as to fit them to become general officers in the Army. In the long run, their influence upon the character of future officers may be of importance equal to that of their contemporaries serving in general officer rank.

Such considerations add weight to the importance of attracting the very best people to these important positions. The advantages which formerly lent attractiveness to the professorship have now largely disappeared. Therefore, obviously, some able and properly ambitious officers may give up all thought of becoming permanent professors at the Military Academy.

The Board believes that careful study should be made of the emoluments of the professorship in the light of present conditions. Any such study should also take into consideration the status of professors appointed from civil life, and the retirement benefits in prospect. A lack of concern for obtaining outstanding men for the professorship will lead to reduced vigor and less purposeful effort in pursuit of West Point's academic objective.

k. ATHLETICS

The Board believes that a well-balanced program of intramural and intercollegiate athletics has an important place in any undergraduate institution of higher learning, and that such a program is particularly important to an institution in which physical fitness has such direct bearing on the future effectiveness of its graduates.

The relationship which should exist between intercollegiate athletics and other aspects of college life has not yet been established to universal satisfaction. The Academic Board at West Point is aware of the problems which are presented in this sphere, and strives through continuous study to attain or maintain a proper balance, while still preserving the opportunity for many cadets to engage in intercollegiate competition.

l. DATE OF ANNUAL VISIT

The Board has been informed that there is now pending in Congress an amendment to Public Law 816 which will permit the annual visit of the Board of Visitors to be made at any time.

throughout the year. The members of the Board who are present at West Point believe that such amendment is wise and welcome legislative authorization for more flexibility for the Board in setting the date for its annual meeting. It is hoped that an occasion can now be selected which will permit better attendance by Congressional members, whose legislative functions have all but precluded April attendance in recent years.

7. RECOMMENDATIONS

The Board makes the following recommendations:

a. CURRICULUM

That the curriculum be made the subject of continuing study and effort to maintain the academic course at the U.S. Military Academy at the highest degree of effectiveness.

b. ACADEMIC BUILDING

That preparation of detailed plans for conversion of the riding hall to an academic building be expedited, and that funds for accomplishment of the overdue conversion be included in the budget for fiscal year 1956.

c. ADDITIONAL CADET BARRACKS SPACE

That planning proceed for remodeling of the building to become available upon completion of the foregoing project, so that additional barracks space, with consequent improvement of cadets' study conditions, may be provided with a minimum of delay.

d. MODERNIZATION OF EXISTING CADET BARRACKS

That funds in the amount of \$497,000 for providing additional bath and toilet facilities in the oldest of the cadet barracks be made available at once, in order that the needed work may be undertaken in the summer of 1954. (The Board is cognizant of the fact that at the time this report is drafted the matter is in the hands of conferees representing both houses of Congress.)

e. SEWAGE TREATMENT SYSTEM

That the construction of a sewage treatment system at West Point be undertaken at once so that an agency of the federal government shall not contribute further to pollution of the Hudson River.

f. ADMISSION OF CADETS

That the U. S. Military Academy proposal to adopt the College Entrance Examination Board tests for admission to the Military Academy be approved.

That, upon the adoption of those tests, and in connection with continuing USMA studies of admissions matters, the Military Academy cause to be undertaken a thorough professional study of admissions objectives, policies, and procedures, and that such study be made by personnel which includes experienced admissions officers of other institutions of higher learning.

g. PAY OF CADETS

That the proposed increase in the pay of cadets, already approved by the Department of Defense, be submitted for Congressional action.

h. PAY OF CHAPLAIN, U. S. MILITARY ACADEMY

That the pay of the Chaplain, U. S. Military Academy, be set at a figure which will induce clergymen of adequate attainments and qualifications to accept that post.

i. PROCUREMENT OF PROPERLY QUALIFIED PERMANENT PROFESSORS

That scrutiny be undertaken of the privileges and emoluments provided for permanent professors and that steps be taken to induce individuals of outstanding ability to accept the professorship by placing professors more nearly upon the same footing, during both the active and retired phases of their careers, as other Army officers of corresponding caliber.

j. SELECTION OF INSTRUCTORS

That the Department of the Army give maximum support to the principle of selection of instructors for the Military Academy according to their qualifications in the field in which they are to instruct.

k. LIBRARIAN

That flexibility be provided in the application of retired personnel assignment policies to the post of Librarian at the Military Academy so that the incumbent of that office may anticipate a reasonably stable assignment therein, and may have time to apply the fruits of experience gained in the post.

8. CONCLUSION

The Board of Visitors takes pride in West Point and in the qualities it has symbolized in our nation's history. The members of the Board feel that an urge toward betterment, a continuing internal stirring-up in the interest of progress, is a healthy condition, an effective obstacle to the growth of complacency. Continuation of the self-analysis of which the Board has seen signs during the present visit is earnestly to be desired and should contribute as much as any single factor to the growth and vitality of the United States Military Academy.

JOHN R. DUNNING
Dean
School of Engineering
Columbia University
Chairman

A. WILLIS ROBERTSON
United States Senate

KARL T. COMPTON
Chairman of the Corporation
Massachusetts Institute of
Technology
Vice-Chairman

JOHN C. STENNIS
United States Senate

FRANCIS P. MILLER

LUCIUS D. CLAY
Chairman of the Board
Continental Can Company

JOHN S. DICKEY
President
Dartmouth College

(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 (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 chairman of the Committee on Naval Affairs of the House of Representatives shall be ex officio members of said board.

"Each members 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 thirteenth, 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 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.

EXHIBIT A

PAMPHLETS AND OTHER DATA
FURNISHED TO MEMBERS OF THE BOARD OF VISITORS

Official Register of the Officers and Cadets, United States Military Academy, for the Academic Year ending 30 June 1953

Catalogue of the United States Military Academy, 1953-1954

Report of the Board of Visitors, United States Military Academy, 1952

Report of the Board of Visitors, United States Military Academy, 1953

Annual Reports of the Superintendent, 1952 and 1953

West Point, Its Objectives and Methods

Building Leaders, The Story of West Point

Chart No. 26	Organization - USMA
33	Allotment of Cadet Time
IV-5	Academic Curriculum - USMA
IV-5.1	Academic Curriculum - USMA, First Class
IV-5.2	Academic Curriculum - USMA, Second Class
IV-5.3	Academic Curriculum - USMA, Third Class
IV-5.4	Academic Curriculum - USMA, Fourth Class

PROGRAM
OF
BOARD OF VISITORS 1954

First Day (Monday, April 26th)

AM

Arrival and reception

Note: Two Senatorial members who arrived on April 25 and were forced to depart on April 27 pursued the following program during the morning.

9:00 Tour of inspection, U. S. Military Academy

9:35 Conference with Chief of Staff, Comptroller,
Chaplain

Planning
Physical Equipment
Fiscal Matters
Personnel

10:30 Conference with Commandant of Cadets

12:00 NOON Luncheon and organization meeting, Hotel Thayer

1:30 PM Met Superintendent in lobby of Hotel. Drove to Headquarters, U. S. Military Academy.

Salute and Guard of Honor

1:50 PM Introductory conference with Superintendent. Report of action taken on recommendations of previous Boards of Visitors.

2:30 PM Conference with Dean of the Academic Board: Academic curriculum, objectives and methods.

4:00 PM Conference with representative group of cadets.

5:35 PM Review of Corps of Cadets.

Dinner with Superintendent

Second Day (Tuesday, April 27th)

Practically all of this day was spent in observation of the Department of Tactics.

- 8:30 AM Briefing on mission of the Department of Tactics, Organization, Military Training, Honor System and Extracurricular Activities.
- 9:00 AM Briefing on Office of Physical Education.
- 9:10 AM Briefing on Office of Military Psychology and Leadership, including Aptitude for the Service.
- 9:30 AM Discussion by the Commandant of Cadets, and replies to questions of the Board.
- 10:00 AM Visited Cadet Barracks, and offices of the Department of Tactics.
- 10:35 AM Visited classes in Military Instructor Training.
- NOON Luncheon with cadets in Washington Hall.
- 1:00 PM Visited classes in Leadership.
- 1:30 PM Visited classes in Physical Education.
- 2:20 PM Visited classes in Military Training, Fourth Class.
- 2:45 PM Conferred with Company Tactical Officers.

Following the above series of visits, one member of the Board visited the Department of Social Sciences and the remaining members proceeded to read and digest the content of reports which had been furnished them.

Third Day (Wednesday, April 28th)

- 9:00 AM Conference with Dean of the Academic Board and with members of a board appointed to study the possibility of providing one or more majors in the course of study.
- NOON Luncheon with group of junior officers in West Point Army Mess.
- 1:15 PM Executive session, lasting entire afternoon, at Hotel Thayer.

Fourth Day (Thursday, April 29th)

- 8:30 AM Conference with Chief of Staff
- Planning
 - Physical Equipment
 - Fiscal Matters
- 9:45 AM Series of staggered visits to Departments of
- Electricity
 - Mechanics
 - Mathematics
 - Foreign Languages
 - Social Sciences
 - Physics and Chemistry
 - Military Art and Engineering
- NOON Luncheon with group of officers at West Point Army Mess.
- 1:15 PM Final executive session and discussion of proposed recommendations with Superintendent.

