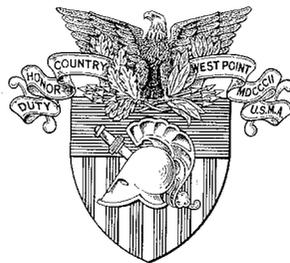


**REPORT**  
of the  
**BOARD OF VISITORS**  
to the  
**UNITED STATES MILITARY ACADEMY**  
**WEST POINT, NEW YORK**



*11 April 1959*



UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK

April 11, 1959

SUBJECT: Report of Board of Visitors to the United States  
Military Academy, 1959.

TO: The President of the United States.

1. APPOINTMENT OF THE BOARD

The Board of Visitors to the United States Military Academy was appointed in accordance with the provisions of Section 4355 of Title 10, United States Code. Pertinent extracts from the Code are appended to this report and are marked Exhibit A.

2. PERSONNEL OF THE BOARD

The membership of the Board as constituted for the year 1959 was as follows:

SENATORS

Prescott Bush, Connecticut, representing Richard B. Russell, Georgia, Chairman of the Committee on Armed Services  
Styles Bridges, New Hampshire  
Kenneth W. Keating, New York  
Gale W. McGee, Wyoming

REPRESENTATIVES

Samuel S. Stratton, New York, representing Carl Vinson, Georgia, Chairman of the Committee on Armed Services  
Louis C. Rabaut, Michigan  
Olin E. Teague, Texas  
Stuyvesant Wainwright, New York  
Melvin R. Laird, Wisconsin

PRESIDENTIAL APPOINTEES

Dr. William V. Houston, President, The Rice Institute, Houston, Texas.  
General Anthony C. McAuliffe, American Cyanamid Company, New York, New York.  
Dr. Frank H. Bowles, College Entrance Examination Board, New York, New York.

- Dr. Ivan C. Crawford, Consulting Engineer, Boulder, Colorado.
- Dr. Harlan Hatcher, President, University of Michigan, Ann Arbor, Michigan.
- Dr. Clark Kerr, President, University of California, Berkeley, California.

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

### 3. PRELIMINARY DATA

After considering the wishes of the members of the Board of Visitors for 1958 and the 1959 academic calendar of the Military Academy, the Superintendent notified all members whose terms extended into 1959 that April 9-12 had been selected as the dates of the visit. Announcement of those dates was transmitted to all new members as notification of their appointment was received.

The Superintendent likewise caused to be distributed to all members of the Board certain reports and informational material, and a suggested program for the visit. A list of the data furnished is appended and marked Exhibit B.

### 4. CONVENING OF THE BOARD

The members of the Board assembled during the afternoon and evening of April 9, 1959, but undertook no formal action until 8:30 a. m. on April 10. Present at that time were

Mr. Stratton	Dr. Houston
Mr. Rabaut	General McAuliffe
Mr. Teague	Dr. Bowles
Mr. Wainwright	Dr. Crawford
Mr. Laird	

The Board elected General McAuliffe as chairman for the 1959 annual visit.

Senators Bridges and Keating were detained in Washington by pressure of Congressional business until the morning of April 11, when they joined the other members at West Point.

It is regretted that the appointment of Dr. Hatcher and Dr. Kerr to the Board was so late as to make it impossible for them to participate in the visit.

Congressional business caused the departure of Mr. Teague at 9:00 p. m. on April 10, and a prior engagement required Dr. Houston to depart at 7:00 a. m. on April 11. The remainder of the Board departed following the final meeting of the Board, which ended at 1:45 p. m. on April 11.

## 5. PROCEDURE

The detailed program followed by the Board in its visit is appended and marked Exhibit C. The mornings of April 10 and 11 and the afternoon of April 10 were devoted to inspections, observation, and conferences. On the evening of arrival the Board viewed a film made of the summer activities of the Third Class, United States Corps of Cadets, at Camp Buckner, a type of training which the Board has not heretofore seen because of the time of year at which that training is conducted. In several instances on April 10 and 11 the Board was divided into groups so that simultaneous observation in different fields was possible. Special conferences and interviews were arranged for members of the Board who wished information on matters not covered by the program of the Board as a whole.

## 6. COMMENTS

### a. MORALE

Formulation of a definitive judgment in this matter during the brief stay of the Board at West Point is obviously impossible, but in the cadets, officers, and enlisted men with whom the members came into contact there was no indication of lack of morale.

### b. DISCIPLINE

The Board saw no evidence of lack of discipline and believes that a satisfactory standard is being maintained. It would like however to inform itself better concerning the disciplinary procedures incident to the training of new cadets during the summer months, and indicated its desire to see at first hand the conduct of that training.

c. CURRICULUM

Under the direction of the Superintendent a lengthy and detailed study of the curriculum is being made, and is now approaching its final stages. Four members of this Board have been closely associated with the study since December, 1958. Changes in the curriculum are doubtless imminent and the Board believes that the critical evaluation made by the Military Academy itself will result in a curriculum appropriate to the future needs of the graduates and of the military service.

It appears that elective courses may replace parts of the now fully-prescribed curriculum. Because the teaching of the pure and applied sciences at the Military Academy is a responsibility divided among so many Departments, it is hoped that those Departments will work together in the formulation of a program which will be planned as a sequence in terms of breadth and depth of coverage, and will be supported by suitable electives. The Board notes that nearby universities, research institutes, and scientific schools form one of the world's greatest reservoirs of scientific talent, both for specialized instruction and for advice on program planning.

d. INSTRUCTION

(1) ACADEMIC

The Board in small groups or as individuals visited classes in session to observe instruction. The participation of the cadets themselves in the conference type of classroom session must be heartwarming to an instructor, but it is recognized too that at least a part of that participation is sparked by the instructor's own interest, enthusiasm, and preparation. The quality and training of the instructors compare favorably with those of the instructors in our good civilian colleges. The Fourth Class may be said to have an advantage over freshman classes in many colleges because all of the former's instructors have been trained and prepared for the assignment, whereas the "graduate assistants" to be found in many schools are nonexistent at West Point.

(2) MILITARY

No actual tactical instruction was observed. The Commandant of Cadets outlined the military training program to the Board. To judge from the film on summer training activities, the means for military instruction are on hand. No deficiencies were observed or reported.

e. PHYSICAL EQUIPMENT

(1) CADET BARRACKS

The Board visited a former academic building which is now being converted into cadet barracks. Problems in adapting fenestration of former classrooms to the smaller rooms occupied by cadets as living quarters are being satisfactorily overcome. The interior, as converted, will present in its generally horizontal plan an appearance quite different from the vertical development of the divisions of other cadet barracks. No significant problems of administration should, however, result from this difference. The barracks should be ready for occupancy prior to organization of the Corps of Cadets for the academic year 1959-60.

But even with this conversion, several hundred cadets will continue to live three in a room designed for two. A plan drawn for the erection of an additional barracks on a site between existing barracks and the hospital was presented by the Superintendent, who considers the need for additional space most pressing. The new construction appears feasible and would permit the Corps of Cadets as presently constituted to be housed two to a room, the optimum condition for community living, for study, and for the maintenance of the numerous articles of cadet uniform.

(2) HOUSING FOR OFFICERS AND ENLISTED MEN

A housing shortage exists in the area surrounding West Point, which makes it extremely difficult to find a place to live for the overflow of officers and enlisted men at West Point. At the present time approximately one hundred officers and more than two hundred and fifty enlisted men entitled to quarters must seek homes in

surrounding communities. The quality of housing available is low and much of it is at such distance from West Point as to place undue hardship on those whose duties at West Point begin at 7:30 or even earlier in the morning. An additional factor is the nearness of Stewart Air Force Base, whose officers and men are faced with the same problem and whose area of search for housing overlaps that of West Point personnel.

The Military Academy has prepared plans for the construction of additional housing at West Point. Members of the Board viewed potential construction areas and were impressed with the engineering obstacles to be found everywhere. Since level terrain is scarce and is required generally for training purposes, places which are suitable for housing construction are limited. Because utilities must be extended to any new area, and because the underlying rock formation makes site-clearing and all construction especially expensive, costs cannot be held within the limitations set for Capehart housing, without reducing to a ridiculous figure the size of the houses provided. The Board concludes that direct appropriations for housing at West Point will be required to provide minimal accommodations, and that the human needs of the officers and enlisted men concerned make the provision of additional housing essential.

### (3) LIBRARY

Next in order of the Superintendent's priority for West Point is improved and expanded library space. The present building was constructed primarily as an observatory. On two occasions since it became a library it has received additional space, once by expansion into one of the academic buildings and later by construction of a new wing. Whereas a rule of thumb for college libraries would provide seats for one quarter of the student body, the seating capacity at West Point will accommodate less than one tenth. Many books of general interest are necessarily kept in reference rooms of departments of instruction, available but not readily accessible, and sometimes inaccessible during Library hours.

Growing emphasis is being placed at West Point on the use of multiple texts, especially in the humanities. Individual research, a balancing of opinion, the drawing of individual conclusions - such are some of the requirements of modern education, and they cannot be accomplished without the use of a library.

The anticipated introduction of elective courses will again expand the use of the Library. Some of the electives under consideration will be of the seminar type for which no one textbook or group of textbooks will be sufficient. And the very fact that a cadet is studying a subject of his own choosing will doubtless lead to more background reading by the student. It is not impossible that the lack of adequate library facilities could jeopardize the academic standing of the United States Military Academy.

The Superintendent has considered the solicitation of contributions from individuals or foundations for the construction of a new library at West Point. While such persons or foundations could rightfully be proud of their part in the intellectual development of the cadet, it seems highly undesirable to leave room for questioning the Government's concern for an important aspect of education. The Board believes that prompt action should be taken to provide an adequate, modern library for West Point, a suitable companion-piece for the remainder of the academic plant.

#### (4) RECREATIONAL FACILITIES

The Board notes with approval the continuing concern of the Military Academy for the provision of suitable recreational facilities for cadets during their off-duty hours. Individual members have noted the increase in such facilities at West Point in the past year or the past two years. All hope for continued fruitful effort in this field.

A plan for a Cadet Activities Building was presented to the Board. The proposed building would support all the activities of the cadets and its construction is very desirable, but the estimated cost is so great as to indicate considerable delay in obtaining the necessary funds. The

Board hopes that ways may be found to proceed with such a building.

f. FISCAL AFFAIRS

No serious deficiencies were reported to the Board, and no major problems of operation are known to exist.

g. RELIGIOUS ACTIVITIES

The Board visited the Cadet Chapel and the Catholic Chapel, and it was also informed of the provision of services for cadets of the Jewish faith. The Catholic Chapel is currently being almost doubled in size, by the use of private funds. All cadets are given opportunity to attend religious services during the week, in addition to the compulsory attendance on Sunday. Cadet participation in the choirs, in Sunday School teaching, and in religious discussion groups, indicates that there is a healthy spirit of service and of interest among them.

Catholic and Jewish chaplains are provided by the agencies of those two faiths. The Cadet Chaplain is selected from the Protestant faith and is appointed by the President. He is assisted by another Chaplain paid from private funds. But the statutory limitation on the pay of the Cadet Chaplain makes it ever more difficult to obtain the services of a clergyman with the qualities so necessary to inspire and guide moral and spiritual development among the cadets. Several ministers approached have indicated their willingness to accept some reduction in income in order to undertake this important task, but not a reduction to the \$5600 per annum now paid to the Cadet Chaplain.

The Board believes that few things are more important than a lively and strong faith, and that a few thousand dollars per year should not be permitted to stand in the way of procuring vigorous and able leadership in this field for the cadets. It is reported that proposals to increase the pay of the Cadet Chaplain and to provide him with an Assistant Chaplain are being submitted to Congress. It is hoped that they will meet with favorable action by the Government.

#### h. STRENGTH OF CORPS OF CADETS

The Army expects to receive approximately 1200 new officers each year and would like to have about half of them come from the service academies. To date it has not been possible, except in isolated years, to attain the figure 600 from the academies. Part of the problem here lies in the fact that the authorized strength of the Corps of Cadets is set for the date of admission of a new class. Because attrition immediately sets in, and because admission occurs only once a year, the Corps of Cadets is below authorized strength for almost the whole of every year.

The Board of Visitors was informed that proposals are to be made to Congress by the Department of Defense to overcome the effects of this understrength period.

It would appear that all requirements for housing, etc., should be based only on the authorized strength of the Corps of Cadets. But the facilities for feeding the cadets and the hospital to support them are already available. Personnel requirements for instructors need not change unless there is a great change in the size of the Corps. Thus, with the acceptance during the first few months of each academic year of some additional crowding in barracks, with which all recent classes of cadets are familiar, a larger number of cadets could be trained at no additional expense to the government other than the pay and subsistence of the additional cadets.

The Board of Visitors is sure that these factors will be weighed when the anticipated proposals are offered.

#### i. DESIGNATION OF ADDITIONAL ALTERNATES

Under present conditions a member of Congress may find that, through no fault of his own, cadets appointed by him have become concentrated in certain classes. If two or more are members of the same class, no appointment can be made in at least one year out of four. Yet good prospects present themselves every year and, forced by lack of vacancies to enroll in other colleges, are frequently lost to the military service for which they had once had a strong preference.

The Board feels that members of Congress who have no vacancy to fill in a given year should still have the opportunity to nominate alternates who would thus be able to compete on the national level for one of the additional appointments now authorized by law. This procedure would lend support to the Superintendent's search for quality in the entering class of cadets by broadening the base from which to select those who are to receive the additional appointments to be made.

j. INTERNAL PROCEDURES OF BOARD OF VISITORS

The Board takes this means to suggest to subsequent Boards of Visitors certain items of procedure that seem desirable. They are placed herein because they will thus be recorded in a form which will come to the attention of Boards appointed in the future.

(1) For a majority of the Board an annual visit in April seems to be best. Recent experimentation with changing dates for the visit has not accomplished the desired effect.

(2) More contact between the Board of Visitors and the United States Military Academy in the period between annual visits is desirable.

(3) Assignment of special spheres of interest to groups of Board members for study during the annual visit should permit greater depth and breadth of coverage of the activities of the Military Academy. A program for the whole Board as a group is deficient in this respect.

In extension of the suggestions in sub-paragraph 6b and in sub-paragraph 6j(2) above, the present Board is considering a visit by part of the group to West Point during the summer, to observe the summer training of cadets at West Point and to engage in free and extended discussion with cadets to ascertain their feelings with respect to the Military Academy, its aims, and its accomplishments.

7. RECOMMENDATIONS

a. CURRICULUM

That the heads of departments which instruct in pure and applied sciences at the United States Military Academy consult

with qualified scientists in the formulation of an integrated science program at West Point and in the establishment of suitable elective courses for its support.

b. CADET BARRACKS

That construction of an additional barracks on a site adjoining the present cadet housing area be undertaken, so that each cadet may have a suitable amount of space for normal living.

c. HOUSING FOR OFFICERS AND ENLISTED MEN

That the 156 sets of family housing for which preliminary plans have been drawn be constructed and that funds therefor be sought as a direct appropriation rather than under the Capehart plan, because the limitations under that plan are too low for this high-cost area.

d. LIBRARY

That steps be taken at once to construct a new library, with suitable provision of space therein for increased use of the library. Greater facilities are necessary for a modern, expanding curriculum.

e. CHAPLAIN, UNITED STATES MILITARY ACADEMY

That the Chaplain be provided with an assistant chaplain to minister to the United States Corps of Cadets, and that the pay and allowances of both be set at figures which will make it possible to secure vigorous and understanding young leaders for both important posts.

f. NOMINATION OF ALTERNATES WHEN NO VACANCY EXISTS

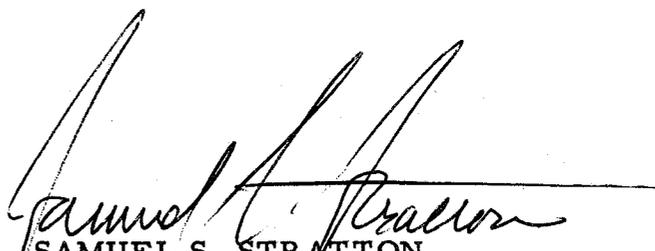
That the Department of the Army investigate the possibility of changing present admission procedures to permit members of Congress to nominate alternates in a year when no vacancy in the Congressional district (state in case of a senator) is available.

8. CONCLUSION

It is our belief that the Military Academy, under the leadership of its Superintendent, Lieutenant General Davidson, is progressing in tune with the times and the expanding needs of its graduates. The staff and faculty appear to be dedicated to the important task in which they are participating. The cadets take pride in themselves; they give every evidence of loyalty, of enthusiasm, of devotion to high standards of honor and duty. The mission of the Military Academy has been entrusted to capable and willing hands and is being faithfully accomplished.

  
ANTHONY C. McAULIFFE  
General, United States Army-Retired  
American Cyanamid Company

  
STYLES BRIDGES  
United States Senate

  
SAMUEL S. STRATTON  
United States House of  
Representatives

  
KENNETH B. KEATING  
United States Senate

  
LOUIS C. RABAUT  
United States House of  
Representatives

*W. V. Houston*

WILLIAM V. HOUSTON  
President, The Rice Institute

*Olin E. Teague*

OLIN E. TEAGUE  
United States House of  
Representatives

*Frank H. Bowles*

FRANK H. BOWLES  
President, College Entrance  
Examination Board

*Stuyvesant Wainwright*

STUYVESANT WAINWRIGHT  
United States House of  
Representatives

*Ivan Crawford*

IVAN C. CRAWFORD  
Consulting Engineer

*Melvin R. Laird*

MELVIN R. LAIRD  
United States House of  
Representatives



10 USC 4355

Board of Visitors  
United States Military Academy

§4355. Board of Visitors

(a) A Board of Visitors to the Academy is constituted annually of --

(1) the chairman of the Committee on Armed Services of the Senate, or his designee;

(2) three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate;

(3) the chairman of the Committee on Armed Services of the House of Representatives, or his designee;

(4) four other members of the House of Representatives designated by the Speaker of the House of Representatives, two of whom are members of the Committee on Appropriations of the House of Representatives; and

(5) six persons designated by the President.

(b) The persons designated by the President serve for three years. Two persons shall be designated by him each year to succeed the members whose terms expire that year.

(c) If a member of the Board dies or resigns, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

(d) The Board shall visit the Academy annually. With the approval of the Secretary of the Army, the Board or its members may make other visits to the Academy in connection with the duties of the Board or to consult with the Superintendent of the Academy.

(e) The Board shall inquire into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

(f) Within 60 days after its annual visit, the Board shall submit a written report to the President of its action, and of its views and recommendations pertaining to the Academy. Any report of a visit, other than

the annual visit, shall, if approved by a majority of the members of the Board, be submitted to the President within 60 days after the approval.

(g) Upon approval by the Secretary, the Board may call in advisers for consultation.

(h) While performing his duties, each member of the Board and each adviser is entitled to not more than \$5 a day and shall be reimbursed under Government travel regulations for his travel expenses.

INFORMATION FURNISHED TO MEMBERS  
OF BOARD OF VISITORS 1959

Official Register of the Officers and Cadets, United States Military Academy, for the Academic Year ending 30 June 1958

Catalogue of the United States Military Academy, 1958-1959

Report of the Board of Visitors, United States Military Academy, 1957

Report of the Board of Visitors, United States Military Academy, 1958

Annual Report of the Superintendent, 1958

Abbreviated Organization Chart, United States Military Academy

Building Leaders, The Story of West Point

PROGRAM FOR BOARD OF VISITORS 1959

Thursday, April 9

- PM Arrival at Thayer Hotel
- 7:00 p. m. Dinner with Superintendent, followed by showing in Thayer Hall (academic building) of film of cadet training in summer at Camp Buckner.

Friday, April 10

- 8:30 a. m. Conference with Superintendent. Discussion of programs and needs of the Military Academy.
- 11:15 Conference with Commandant of Cadets. Administration and discipline of the Corps of Cadets; military training program.
- Luncheon with cadets in Washington Hall.
- 1:00 p. m. Inspection by one group of cadet housing and certain cadet recreation facilities.  
Inspection by one group of classes in Law, Social Sciences, English, and French.
- 2:00 Conference by one group with Professor of Mechanics.  
Visit by one group to site of proposed new housing.  
Visit by one group to Museum.
- 2:30 Visits to classes in Social Sciences, Law and French.
- 3:30 Visit to Catholic Chapel. Talk with Catholic Chaplains.
- 3:45 Visit to Cadet Chapel. Talk with Cadet Chaplain, and with organist.
- 4:00 Visits to cadet recreational facilities.

Friday, April 10 (continued)

- 4:30 Return to Hotel Thayer.
- 8:00 Executive session at Hotel. Discussion of report.

Saturday, April 11

- 9:00 Visit by one group to Library.  
Conference by one group with officers from Department of Tactics and from academic departments.
- 9:30 Conference of one group with Superintendent.  
Visit by one group to former academic building, now being converted into cadet barracks.
- 9:45 Visit by one group to Camp Buckner, site of summer training of one class of cadets.
- 11:15 Return to Thayer Hotel.
- Luncheon with cadets by those members who were unable to do so on preceding day.
- 1:00 p. m. Final meeting of entire Board. Discussion with Superintendent of conclusions and recommendations of the Board.
- PM Departure.

