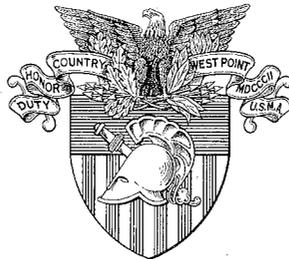


**REPORT**  
of the  
**BOARD OF VISITORS**  
to the  
**UNITED STATES MILITARY ACADEMY**  
**WEST POINT, NEW YORK**



***30 April 1960***



UNITED STATES MILITARY ACADEMY  
WEST POINT, NEW YORK

April 30, 1960

SUBJECT: Report of Board of Visitors to the United States  
Military Academy, 1960.

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 1960 was as follows:

SENATORS

Francis Case, South Dakota, representing Richard B. Russell, Georgia, Chairman of the Committee on Armed Services  
Robert C. Byrd, West Virginia  
Norris Cotton, New Hampshire  
Roman L. Hruska, Nebraska

REPRESENTATIVES

Paul J. Kilday, Texas, representing Carl Vinson, Georgia, Chairman of the Committee on Armed Services  
Olin E. Teague, Texas  
Louis C. Rabaut, Michigan  
R. Walter Riehlman, New York  
Melvin R. Laird, Wisconsin

PRESIDENTIAL APPOINTEES

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

General of the Army Omar N. Bradley, United States  
Army.

Major General Leif J. Sverdrup, USAR, Retired, Presi-  
dent, Sverdrup and Parcel Engineering Company,  
Saint Louis, Missouri.

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 1959 and the academic calendar of the Military Academy for  
1960, the Superintendent notified all members whose terms extended into  
1960 that the period April 28-30 had been selected for the visit. The ex-  
istence of several matters which required the consideration of the Board  
caused the period to be extended into the evening of April 27. All members  
were informed of the change, and announcement of the 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 on April 27. A formal  
organization meeting of the Board took place at 8:30 p. m. on that date.  
Present at that time were

Senator Cotton  
Senator Hruska  
Mr. Kilday  
Mr. Rabaut  
Mr. Riehlman

Dr. Bowles  
Dr. Crawford  
Dr. Hatcher  
General Bradley  
General Sverdrup

The Board unanimously elected Dr. Bowles as chairman for  
the 1960 annual visit.

Pressure of business prevented Senators Case and Byrd, Representatives Teague and Laird, and Dr. Kerr from joining in the visit.

Congressional business caused the departure of Senators Norris and Hruska and of Mr. Rabaut at 7:30 a.m. on April 29, and an international travel arrangement required Dr. Crawford to leave at 1:30 p.m. on the same day. The remainder of the Board departed following the final meeting, which ended at 10:10 a.m. on April 30.

## 5. PROCEDURE

The detailed program followed by the Board on its visit is appended and marked Exhibit C. At the meeting on April 27 the Board received and approved a report on the summer training of the Corps of Cadets. A copy of this report, prepared by two members of the Board who had visited West Point and Camp Buckner, August 4-6, 1959, is appended and marked Exhibit D. The Board received and noted a communication from Dr. John L. Prather alleging bias in the selection of permanent professors for the Military Academy. The members reviewed Military Academy policies with respect to publicizing vacancies, accepting applications, gathering information about applicants, and determining the applicant best fitted for the position. They are confident that these policies are well adapted to selecting the individual best qualified to develop the leadership of our future officers.

In general, throughout its visit, the Board made its inspections as a group. On the evening of April 28, however, it conducted interviews individually with cadets; and on the morning of April 29 divided into two groups for its observations.

## 6. COMMENTS

### a. MORALE

Members of the Board were in contact with cadets in their rooms and in the messhall, as well as in the more formal atmosphere of the classroom and the parade ground. Nothing was seen to cast doubt on the cadets' morale, their motivation in their chosen course, or their loyalty to the ideals and principles of the Military Academy.

The officers too and the enlisted men carry themselves with pride and take evident satisfaction in their contribution to the development of today's cadets into tomorrow's officers.

b. DISCIPLINE

The Board saw no evidence of lack of discipline and believes that a satisfactory standard is being maintained. Cadet officers and noncommissioned officers willingly accept responsibility for maintaining discipline in the Corps of Cadets, acknowledge the problems that arise when they are dealing in such matters with their own classmates, but appear to be in every way equal to the task.

c. CURRICULUM

The 1959 report of the Board of Visitors noted (J6c) "...a lengthy and detailed study of the curriculum...now approaching its final stages", and recorded the Board's expectation that "...the critical evaluation...will result in a curriculum appropriate to the future needs of the graduates and of the military service."

The study referred to has now been completed and its recommendations, with the exception of one point which is still under study, have been approved by the Department of the Army for early implementation.

Basically it calls for the encouragement of advanced study through placement in advanced courses of cadets who, by reason of special interest or aptitude or advanced preparation (including study at other institutions of higher education), have established their mastery of the content of any of the required courses.

With respect to the point still under consideration--which has to do with the content and duration of engineering instruction--the Board notes that there are divergent views. Under the circumstances the Board can only urge consideration of all aspects of this matter of long-term importance, with the comment that engineering instruction is a basic element of the Military Academy's program and must be maintained at maximum effectiveness and applicability.

The Board records its belief that the part of the curriculum revision which has been approved by the Department of

the Army represents an important change in the Academy's instructional program and expresses its approval of the results achieved.

d. INSTRUCTION

(1) METHODS

Members of the Board visiting classrooms in small groups noted that the instruction was clearly presented, that the instructors showed every evidence of thorough preparation for the class, and that their enthusiasm, together with the interest of the cadets, created a favorable climate for learning. Participation by the cadets in the conference type of class was stimulating and doubtless added to the increase of knowledge that each one carried away with him.

(2) ORGANIZATION

It is observed that the dissimilar subjects of Physics and Chemistry are taught in one department, but that Electricity, generally considered as one topic of Physics, is not only taught by a separate Department, but is also so defined as to include Nuclear Physics. This separation has some tendency to fractionate instruction in Physics.

The Board of Visitors is aware of the historic development of the Department of Electricity and of the Department of Physics and Chemistry, yet believes that the two concern themselves with parts of a common subject.

On the other hand, while Chemistry takes note of the physical properties of matter and lays some foundation for the study of Nuclear Physics, its general concern is quite outside the field of Physics.

It therefore seems to the Board that historical development should be set aside as a guiding principle, and that organization according to subject matter presents many practical advantages. Without intending to present a definitive proposal, the Board believes that separating Physics from Chemistry and combining the former with

its own sequential, Electricity, would furnish a better channel for the cadets' progressive development. No change would necessarily occur in the placement of subjects in class years, but one department would be charged with the dovetailing of all those subordinate parts of the courses relating to Physics which are now fitted together only generally by inter-Departmental liaison.

### (3) DURATION OF INSTRUCTOR ASSIGNMENT

Instructors at the Military Academy are officers on active duty, detailed generally for a period of three years at West Point. Most of them receive, in addition, from one to two years of post-graduate training in their subject prior to taking up their instructional duties. The system makes for a strong and enthusiastic commitment to teaching by using as instructors young officers who have had recent opportunities to further their interest in their subjects.

There would seem, however, to be certain advantages in extending the standard tour of duty from three years to four, as may now be done in individual cases. An instructor is learning his job in his first year and is not as effective as he will be later. In departments with a two-year sequence that learning period may be extended. Then, after one year of full effectiveness, the officer goes on to other duties.

An economy of tuition funds for the preparation of officer instructors would also be brought about by extension of the three-year term to four years. One year (or, in some instances, two years) of preparatory study by one officer would be eliminated for each instructor position every twelve years, as three officers' tours of duty would span that period, now divided among four officers.

The major advantage remains, however, in the increased effectiveness of instruction as the officers apply their experience to the fourth year of that duty. No dampening of enthusiasm is to be expected by the extension in

the case of officers occupying these highly-valued positions. It is realized that the world-wide commitments of the Army have required rapid turnover in the past; it could happen that officers not assigned to West Point might be called upon more frequently for the unpopular assignments. But with relatively greater stabilization of assignment becoming more and more effective, the benefits to the Military Academy of longer tenure for officer instructors must not be overlooked.

e. PHYSICAL EQUIPMENT

(1) LIBRARY

The present Board concurs in the comments of the Board of Visitors for 1959, as they concern the Library and plans for its replacement by an adequate building. The members did not believe, however, that razing the present building and constructing another on the same site is the best course of action. Utilizing the present site will bring about a necessary constriction of floor plans, while arrangements for the provision of interim library service, involving also at least one additional move, will add to the cost of the plan. In its cursory inspection of the general area, the Board believes it has seen at least two alternate locations deserving of study.

In view of the strait-jacketing effect of using the present Library site for a new building, and of the difficulties and expense of providing library service while construction on that site is going on, the Board believes that the project should be given additional study, including examination of alternate locations for the new Library.

(2) CADET ACTIVITIES BUILDING

During its visit the Board was reminded of the lack of space for many of the cadets' extra-curricular activities. This situation alone makes it difficult to justify razing of any building (i. e., the Library) unless the requirements for its maintenance are so great as to make the cost of its continued existence unjustifiable.

The Corps of Cadets is a large student body which is not free to avail itself of the facilities of nearby communities for social or recreational purposes. Being representative of the nation as a whole, the cadets receive many visitors; and again they have no facilities for entertaining them except those provided at West Point. Musical organizations, such as the Cadet Orchestra and the Glee Club, require practise rooms, as well as storage space for instruments and scores. Publications such as the yearbook, cadet handbooks, and the semi-monthly magazine need office space. The needs of the cadets are numerous and diverse; some of them are expensive. It must be accepted as fact that building for those needs will be expensive.

On many campuses this type of building is provided by joint effort of students and alumni. West Point's alumni enter a profession which is highly rewarding, but not in the financial sense. The contributions which may be expected from this source cannot begin to defray the cost of an activities building of the kind that is required.

The Board is convinced that a cadet activities building is urgently needed. The location chosen for it is accessible to the cadets and their guests, occupies a commanding and beautiful spot, and is one of the few places at West Point where extensive clearing and levelling of the site will not be necessary. Erection of a suitable building should be begun at the earliest practicable date.

f. FISCAL AFFAIRS

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

g. SIZE OF CORPS OF CADETS

In its report for 1958 the Board of Visitors pointed out: (1) That the Corps of Cadets is, because of attrition, below its authorized strength for almost the whole of every year; and (2) that a larger number of cadets could be trained at little or no extra expense to the government, other than the pay and subsistence of the additional cadets. In 1959 the Board commented that it would be happy to see an increase in the number of young

men admitted to the Military Academy, though it believed that such increase should be limited to a figure which, while making maximum utilization of existing or then-projected housing facilities, would not necessitate construction of still more living space.

The present Board feels strongly that the Military Academy is open to criticism if it does not utilize fully its physical plant and facilities. Construction of the newest cadet barracks, designed to permit the accommodation of all cadets two to a room, is already authorized and under way. The physical plant upon completion of these barracks will accommodate an initial overstrength on the first Tuesday in July which would permit an end strength the following June equal to the present authorized strength of 2536 cadets. Messing facilities, classroom space, and even the staff and faculty would need no increase. It would be necessary for the Fourth Class to return temporarily to the undesirable condition of housing three cadets in a room designed for two. However, this condition would prevail for less than five months of the Fourth Class year and therefore, for the great majority of cadets, would amount to only a small fraction of their stay at the Military Academy.

It is the view of the Board of Visitors that the presently proposed amendment to Title 10 will enable the Military Academy to make maximum utilization of its facilities and, by so doing, graduate more officers for the Army. In this sense, the proposed amendment represents the same view of the values of education and training as does the National Defense Education Act in its assistance to civilian colleges and universities in the achievement of their necessary goals of graduating more students.

#### h. PAY OF PROFESSORS

At the present time Professors of the United States Military Academy are the only officers of less than general officer rank who may remain on active duty for more than thirty years. The Pay Act of 1958 was based upon the principle that pay increases should not be provided in each grade beyond a certain point, by which time the qualified officer should have been promoted. The Professors who are colonels have no position other than that of Dean of the Academic Board into which to be

promoted, yet one requirement for their selection for the professorship was possession of the qualities sought in a general officer.

It seems only fitting that the qualities of the Professors be recognized by some increase in pay if not in rank. Some of them will have completed more than forty years of commissioned service by the time they retire. A proposal currently existing is for a step-increase after thirty-one years of service, and another after thirty-six years of service. Such a proposal would affect only colonels who were professors, as other colonels would have retired after thirty years of service. The maximum amount received by any colonel at any time would still be less than the pay of a brigadier general. Because only a small number of officers will be at or beyond the point of thirty-one years of service at any one time, the total annual cost of the proposed pay increase would be on the order of \$16000 per annum.

Because in all equity the high quality of the Professors at West Point should be recognized, and because they in their dedication gave up their prospects of promotion to general officer when they accepted the professorship, the Board of Visitors endorses the proposal for pay increases and hopes that it may soon be made effective.

i. SUMMER VISITS OF INSPECTION

The Board notes the recommendation of the members who visited the summer training activities of the Corps of Cadets in August 1959 that summer visits be regularly scheduled as an activity of the Board. The Board has been assured that any or all of its members will be welcome at any time. While no definite commitments can be made at this moment, the members hope to avail themselves of the privilege offered whenever conditions permit.

j. DATE OF NEXT ANNUAL VISIT

The Board found the dates of this year's visit eminently suitable and suggests the corresponding dates of April 1961 for the next annual visit.

## 7. RECOMMENDATIONS

### a. CURRICULUM

That the content of the engineering courses at the Military Academy be weighed in all its aspects before decision is made to change its scope or extent.

### b. REALIGNMENT OF ACADEMIC DEPARTMENTS

That the Military Academy consider changes in the responsibilities of the Department of Electricity and the Department of Physics and Chemistry, with a view to separating divergent interests within a Department and to combining associated subjects for better integration of instruction.

### c. TENURE OF INSTRUCTORS

That the normal length of assignment of instructors at the Military Academy be set at four years, in addition to the period of post-graduate training required for the specific duty.

### d. LIBRARY

That the proposal for erection of a new library on the site of the present one be reviewed, with consideration of alternate locations in order to obviate the constriction caused by the present site and interruption of library service.

### e. CADET ACTIVITIES BUILDING

That construction of a building to house facilities for the reception of guests and for the numerous cadet activities, an expensive but essential project, be undertaken at the earliest practicable date.

### f. SIZE OF CORPS OF CADETS

That the highest possible priority be given to the presently proposed legislation which would permit the authorized strength of the Corps of Cadets to be exceeded during the school year, subject to the provision that the excess be absorbed by the end of the year, thus making maximum use of existing facilities

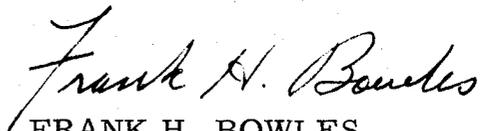
and permitting the Military Academy to approach more closely the target number of graduates.

g. PAY OF PROFESSORS

That, in recognition of the length of service of Professors of the United States Military Academy and the basis on which they were selected, step increases in pay be provided for Professors for periods of service in excess of those normally to be attained by other colonels on active duty.

8. CONCLUSION

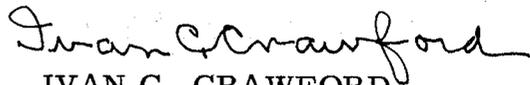
The members of the Board believe that the Military Academy is successfully accomplishing its mission. The staff and faculty, under the leadership of Lieutenant General Davidson, are engaged in continual self-analysis and show no signs of complacency. They are to be commended for the steps they have taken toward liberalizing the education of the cadets. The loyalty and enthusiasm of the Corps of Cadets reflect the same qualities in the officers. The Corps is a truly fine body, and the members of the Board are happy in the acquaintance with cadets and in the associations which have been theirs during the annual visit.



FRANK H. BOWLES  
President, College Entrance  
Examination Board  
Chairman



NORRIS COTTON  
United States Senate



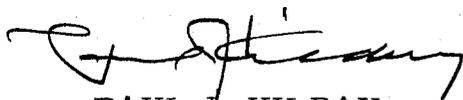
IVAN C. CRAWFORD  
Consulting Engineer



ROMAN L. HRUSKA  
United States Senate



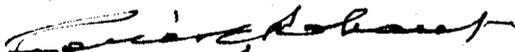
HARLAN HATCHER  
President, University of  
Michigan



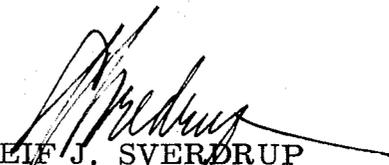
PAUL J. KILDAY  
United States House of  
Representatives



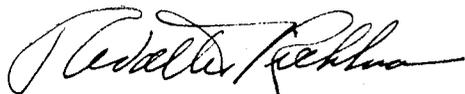
OMAR N. BRADLEY  
General of the Army  
Chairman of the Board,  
Bulova Watch Company



LOUIS C. RABAUT  
United States House of  
Representatives



LEIF J. SVERDRUP  
Major General, USAR, Retired  
Sverdrup & Parcel Engineering  
Company



R. WALTER RIEHLMAN  
United States House of  
Representatives



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 THE BOARD OF VISITORS

1960

Official Register of the Officers and Cadets, United States Military Academy, for the Academic Year ending 30 June 1960

Catalogue of the United States Military Academy, 1959-1960

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

Report of the Board of Visitors, United States Military Academy, 1959

Annual Report of the Superintendent to the Chief of Staff, United States Army, 1959

Abbreviated Organization Chart, United States Military Academy

Brochure, The Proposed Cadet Activities Building

Proposed Schedule for 1960 Visit

EXHIBIT B

PROGRAM FOLLOWED  
ANNUAL VISIT OF BOARD OF VISITORS

1960

Wednesday, April 27, 1960

PM Arrival

8:30 Organization meeting, Hotel Thayer  
Selection of chairman.  
Consideration of report of committee of 1959  
Board of Visitors which inspected summer training.  
Consideration of letter of Mr. Prather, re  
appointment to Professorship of Mathematics.  
Determination of program for the visit.

Thursday, April 28, 1960

8:45 AM Met Superintendent in lobby of hotel. Proceeded with  
him to Headquarters, United States Military Academy.  
Honors enroute.

9:15 Conference with Superintendent. Review of Academy's  
activity since Board's last annual visit. Discussion of pro-  
grams and needs of the Military Academy.

11:00 Conference with Dean of the Academic Board.  
  
Luncheon with Dean and selected officers at West  
Point Army Mess.

1:10 PM Conference with Commandant of Cadets.

1:45 Conference with Director, Office of Military  
Psychology and Leadership.

2:25 Conference with Cadet Otsott, First Captain and  
Brigade Commander, United States Corps of Cadets.

EXHIBIT C-1

Thursday, April 28, 1960 (continued)

- 3:00 Inspection of cadet barracks.
- 3:40 Conference with Professor of Physical Education.
- 4:10 Visit to intramural athletic competitions in progress.
- Dinner with Superintendent.
- 8:30 Informal visits to cadet barracks, for talks with cadets.

Friday, April 29, 1960

- 8:30 AM Board divided into two groups.

One group visited academic departments, viz: Social Sciences, Physics & Chemistry, Electricity, Mechanics, English, Military Art & Engineering, Military Psychology & Leadership.

One group made visit of inspection to physical facilities, viz: Camp Buckner, train-fire ranges, academic buildings, new housing development, Library, Treasurer's offices.

- 11:45 Visit to Cadet Mess.

Lunch with cadets in Washington Hall.

- 12:50 PM Visits to class halls; Weapons Room; extra-curricular activities clubrooms; Grant Hall.
- 1:40 Visit to Catholic Chapel.
- 1:50 Visit to Cadet Chapel; talk with Chaplain.
- 2:10 Visit to Library.
- 2:30 Visit to Museum.
- 3:20 Conference with Director, Admissions Division.

Friday, April 29, 1960 (continued)

4:00 Visit to varsity athletics (baseball, Amherst College).  
5:30 Received review of Corps of Cadets.

Saturday, April 30, 1960

8:30 AM Executive session, preparation of Board report.  
10:30-11:00 Departure.

## Report on Visit to Camp Buckner and

Initiatory First Year Training, August 4, 5, and 6, 1959

The purpose of this visit was to make two members of the Board of Visitors personally acquainted with

- a. Instructional work as administered at Camp Buckner
- b. Instruction given to and living conditions of the newly entered cadets, Fourth Classmen.

The Board of Visitors is not aware of any former personal contact by Board members with this phase of West Point life.

The first 24 hours of our two-day visit was spent at Camp Buckner. In our stay at Camp Buckner, we observed training under field conditions, made a tour of facilities, including assembly hall, mess hall, barracks and offices; observed field training and exercises at a number of locations; and had opportunities for extended conversations with cadets of the third, second, and first classes. In our closing conferences we met with officers and cadets who were planning the final field exercises of the summer, and in our conference with the commanding field officer and members of his staff we discussed Buckner's physical facilities.

We were informed that there were something in the neighborhood of 700 third classmen present and, in addition, between 70 and 80 first classmen who were conducting the instruction, under the supervision of commissioned faculty members.

Our impressions were as follows:

1. We were much impressed by the quality of the cadet leadership and were much impressed by the extent to which the first- and second-classmen of the detail assumed the discharge of responsibility for the actual training and supervision of field exercises. Members of the detail conveyed clearly the impression of understanding their duties and of having learned to communicate effectively with the cadets under training.

2. We were further impressed when, at the close of the training day, we realized that, except for a duty officer and a duty medical officer,

cadets were completely responsible for security and discipline of the camp for the entire period from retreat until the training day began again the following morning.

3. In our conference on the closing field exercises we further noted that cadets under the direction of an officer were responsible for all organizational details and development and production of plans for this training exercise.

4. In our conference with Colonel Stillwell and members of his staff we discussed construction plans, having previously through a tour of several barracks noted the condition of these buildings built nearly twenty years ago as temporary buildings with a probable life of ten years. We wish to record our judgment that new construction is urgently needed and recommend that it go forward as rapidly as possible under the presently planned schedule.

5. Although we had questioned the effectiveness of instruction at Camp Buckner because cadets were not required to spend time in formal study of textbooks covering the subject matter, we found that the cadet instructors were well acquainted with the subject matter and made their presentation in a forceful manner. Evidently, much time had gone into the preparation of each lecture, and the answers to questions which might be asked.

In summary of our Buckner impressions, we may say that, having had ample opportunity to view the facilities and discuss all phases of the training activity with cadets and officers, we consider this to be an admirable example of careful and well supervised military training under favorable training conditions.

At the close of our Buckner stay, we returned to the Academy to observe new cadet training. Here, although we had ample opportunity to meet with the first- and second-classmen who were members of the new cadet detail and to discuss the training program with the superintendent, the commandant of cadets, and members of his staff, we found that our schedule did not permit us the same degree of opportunity to view all phases of the new cadet training program, including relaxed conversations with members of the cadets under instruction that we had enjoyed at Buckner.

We saw the new cadets receiving instruction from members of the new cadet detail--second-classmen and first-classmen--in the manual of arms, bayonet drill, and the makeup of the pack. We visited new cadet

quarters, had brief conversations with several new cadets, visited the cadet store, and discussed the routines and methods of indoctrination and training with the senior cadet officers of the new cadet detail.

We were impressed, in our conversations with members of the new cadet detail, by the understanding of the task and the careful attention they were giving to all phases of their work. We examined the day-to-day records and comments of the cadet officers in charge of the detail and observed members of the detail in the actual supervision of training operations. With respect to all these phases of the new cadet program, our comments are entirely favorable. However, because of the lack of opportunity for extended conversations with new cadets, we are unable to comment on their initial reactions to military life in general and to West Point and the new cadet training program in particular.

As a cross reference with respect to new cadet training, seven third-classmen under training at Camp Buckner were interviewed with respect to the discipline and overall effect of their plebe year. In no case did we find a man who was critical of the manner in which the first- or second-year cadets handled the fourth-year men. They considered "bracing" to be necessary because it improved physical bearing and taught them to receive commands. They were sure that entering cadets should have little, if any, freedom from the military atmosphere during these months of indoctrination.

It is our feeling that little reliance can be placed upon the answers of cadets to questions soliciting critical views of their military training. There are several reasons for this viewpoint.

1. The cadet feels that it is possible that a critical viewpoint expressed by him will be traced back to its source and might influence his career.
2. In order to be valid, a considerable sampling must be taken rather than the views of two or three, or ten or fifteen cadets.
3. The cadet has a sense of loyalty to his school which prohibits criticism that would show lack of faith in his associates and the school. This applies particularly to cadets after their initiatory period.

As a parenthetical comment arising from emphasis on physical skills at both Buckner and the Academy, we note that leadership in the usual military connotation refers to the conduct of operations during a period of war or in preparation for war and extending in magnitude from a squad to millions of men. In the past, physical training and intimate association have played a most important part in developing leadership qualities. In the future, for a number of officers, it will be necessary to afford education for leadership in science fields and associated engineering fields so that the army officer may lead in these activities and may be able to operate on a par with the civilian associates.

We feel that our two-day stay at the Academy was perhaps the single most productive and informative period of time that we have spent at the Academy during our two years of service as members of the Board of Visitors. We earnestly recommend that summer visits to the Military Academy be regularly scheduled as an activity of the Board of Visitors hereafter, and that, in particular, the visits be so planned as to enable members of the Board of Visitors to eat one or more meals at cadet tables both at Camp Buckner and in Washington Hall, and to have at least one evening free for conversations with new cadets during the evening hours.

  
IVAN C. CRAWFORD

  
FRANK H. BOWLES

September 15, 1959