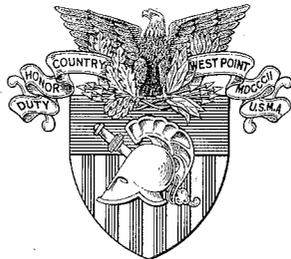


REPORT
of the
BOARD OF VISITORS
to the
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK



29 April 1961

UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK

April 29, 1961

SUBJECT: Report of the Board of Visitors to the
United States Military Academy, 1961

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 1961 was as follows:

SENATORS

Richard B. Russell, Georgia,
Chairman of the Committee
on Armed Services
Henry Dworshak, Idaho
Alan Bible, Nevada
Eugene J. McCarthy, Minnesota

REPRESENTATIVES

L. Mendel Rivers, South Carolina,
representing Carl Vinson,
Georgia, Chairman of the
Committee on Armed Services
Olin E. Teague, Texas
R. Walter Riehlman, New York
William H. Natcher, Kentucky
William E. Minshall, Ohio

PRESIDENTIAL APPOINTEES

Dr. Harlan Hatcher, President, University of Michigan
Dr. George L. Cross, President, University of Oklahoma
General of the Army Omar N. Bradley, United States Army
Major General Leif J. Sverdrup, USAR Retired, President, Sverdrup and Parcel & Associates, Saint Louis, Missouri
Mr. Robert T. Stevens, President, J. P. Stevens & Company, Inc., New York, New York
Dr. Edwin D. Harrison, President, Georgia Institute of Technology

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 Board of Visitors for 1960 and the academic calendar of the Military Academy, the Superintendent notified all members whose terms extended into 1961 that the period April 27-29 had been selected for the visit.

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

Certain of the Board members arrived at West Point on April 26, others on the morning of April 27. A formal organization of the Board took place at noon on the latter date. Present at that time were:

Senator Bible	Dr. Cross
Mr. Rivers	General Bradley
Mr. Teague	General Sverdrup
Mr. Riehlman	Mr. Stevens,
Mr. Natcher	Dr. Harrison
Mr. Minshall	

The Board unanimously elected General Bradley chairman for the 1961 annual visit.

The members present regretted that pressure of business prevented the attendance of Senator Russell and Dr. Hatcher, and that illness was responsible for the absence of Senator Dworshak and Senator McCarthy.

Urgent business required General Sverdrup to leave at 3:15 p.m. on April 27. The remaining members departed following the final meeting, which ended at 10:20 a.m. on April 29.

5. PROCEDURE

The detailed program followed by the Board during its visit is appended and marked Exhibit C. The members present on the morning of April 27 conferred with the Dean of the Academic Board and visited academic departments with classes in session prior to the formal organization of the Board. Thereafter the Board made its inspections generally as a group but again divided during parts of April 28 for classroom visits and for individual conferences with officers commanding companies of cadets. On the evening of April 27 the members of the Board conducted interviews individually with cadets.

6. COMMENTS

a. MORALE

From everything the Board was able to see the morale of the cadets is excellent. The members of the Board were able to visit with cadets in their rooms and to associate with them in the dining hall with the feeling that no command or administrative restraint was being exercised; this condition permitted all views to be frankly expressed. The cadets are loyal to the ideals and principles of the Military Academy and apparently well motivated toward the career which lies ahead of them.

The officers with whom the Board came in contact are obviously enthusiastic and interested in their work. All take pride in what they are contributing toward the officer corps

of tomorrow. They are aware of and living up to their responsibilities as models for and as mentors of the cadets in their charge.

Little occasion was offered to judge the morale of enlisted members of the garrison, but no reason exists for belief that their morale is different from that of the officers and cadets.

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 their responsibilities in the chain of command and effectively perform their duties while maintaining the respect of their classmates and their subordinates.

c. SELECTION OF CANDIDATES FOR WEST POINT

The Board reviewed the methods used to spread information concerning the Military Academy among the secondary schools of the country and the principles applied in determining the applicants best qualified for admission. It was brought out that the Admissions Division of the Military Academy staff is available to assist members of Congress in the distribution of West Point Catalogues and other literature, and in selecting the individuals among their applicants for appointment who have the greatest potential for future military leadership.

The members of the Board are satisfied that these methods and policies are well adapted for their intended purpose.

d. CURRICULUM

The Board noted that a new curriculum has been adopted as a result of a study conducted during the past four years. In this curriculum credit is given, after proper validating examination, for subjects studied before a cadet enters the Academy. This provides more time for advanced or elective courses.

It is also noted that the new curriculum retains the four semesters of engineering instruction, which, under earlier proposals, would have been reduced to three.

The Board feels that the new curriculum is a great improvement and will contribute to better over-all education of the graduates.

e. INSTRUCTION

(1) METHODS

Methods of instruction are modern and effective; they are chosen and applied in such a way as to elicit maximum classroom participation by each cadet. Potential use of television has not been overlooked. A general listing of television equipment already installed was given to the Board, together with citation of instances of use of both closed-circuit presentations and commercial newscasts projected before cadet audiences in support of regular course work.

(2) INSTRUCTORS

Observation of instructors in the classroom leads to the belief that they are enthusiastic, well-qualified in their fields, patient and understanding with their students. Unanticipated corroboration of this belief came from several cadets interviewed by one member of the Board; the cadets stated that their instructors were well-informed, knew how to explain away difficulties, and were very helpful.

(3) DURATION OF INSTRUCTOR ASSIGNMENTS

The 1960 Report of the Board of Visitors noted (paragraph 3) that ". . . the benefits to the Military Academy of longer tenure for officer instructors must not be overlooked." The 1960 Report recognized also the ". . . advantages in extending the standard tour of duty from three years to four."

The present Board concurs in those comments and gives them even greater weight based on a review of one year's experience under the current academic program, which reflects recent curriculum changes. With added emphasis placed on advanced courses and elective courses of an advanced character, the requirement for longer tours of duty for instructors has become more acute.

The explosive expansion of knowledge in many of the fields of learning represented in the West Point curriculum, and the fundamental requirement for thoroughness and depth of study traditional to the Academy from the days of Thayer, impose a demand for well-grounded instructors. To meet this demand the faculty must have assurance that the bulk of its instructors will be available for four years.

While it is recognized that Army-wide requirements may curtail tours to three years in a limited number of individual cases, the general rule of a four-year tour should be established.

Economies will result from four-year tours. Adequate training in graduate schools is vital if instructors are to be prepared properly to teach advanced courses. The cost of this training is substantially reduced if instructors serve for four years rather than three. Further economies result from the smaller number of changes of station under the four-year tour plan.

For these reasons the Board concurs in the recommendation of last year for longer tenure of instructors. It would appear however that much of what has been said above would apply with equal validity to the tenure of the Superintendent. A brief assignment does not give the Superintendent opportunity to establish his policies and effect improvements suggested by his experience. Since he is selected from the group of officers of highest potential in the Army, a Superintendent is naturally desired for other important assignments. At times his retention at West Point might operate to inhibit or postpone his

promotion, and such a situation should never be permitted to occur. It is to be hoped that the Army will find it possible to allow each Superintendent a tour of sufficient duration to make a lasting contribution to the good of the Military Academy, provided it does not interfere with the career progress of these gifted officers.

f. PHYSICAL EQUIPMENT

(1) LIBRARY

The Board is convinced that a new and larger library is urgently needed. The present building was designed and erected as an observatory nearly a century and a quarter ago. It is not suited for its purposes, being too small to accommodate more than a very small number of the students and not more than 170,000 books. The library is essentially the heart of an institution of higher learning, particularly with the advanced courses and electives now included in West Point's curriculum. The Board believes that the present Library is completely inadequate.

The Board reviewed the problem of site, including the recommendation of the Board of Visitors for 1960 that alternate locations be considered. The present Board concurs in the recommendation of the Superintendent that a new library be constructed on the site of the present Library. Professional studies have demonstrated the feasibility of erecting a building of suitable size on this spot, in the heart of the educational area of West Point, and easily accessible to all its students.

(2) GYMNASIUM

The Board devoted considerable time to a study of the physical training program at West Point. Over the years it has been found that the incoming cadets are softer, that more hardening, particularly of leg muscles, is required, that the strength and physical toughness essential to the combat leader must be developed by a

broader range of instruction and exercise. The increasing range is now pressing against the barrier of available space in the present gymnasium.

One deficiency reported is inadequate space for instruction in swimming (approximately five per cent of all entering cadets cannot swim at all, and an additional five per cent are barely able to swim the length of the pool) and for developing confidence in and near the water. It was also reported that one of the present swimming pools has so deteriorated in its fifty years of existence as to furnish problems of keeping the water in the pool itself.

Other desirable increases are in the number of handball courts (one of the most popular cadet games and a suitable sport for maintaining physical fitness as an officer), in areas suitable for instruction in boxing, and in shower and dressing room facilities. A new requirement exists for a training room where treatment can be given for minor injuries incurred in intramural athletics, for which the average cadet is reluctant to go to the hospital.

Some measure of relief will be afforded if and when the theater, now a flat-floor auditorium occupying a part of the gymnasium, is moved to the proposed cadet activities building discussed elsewhere in this report.

It is the opinion of the Board that the proposed addition to the gymnasium should be undertaken without delay. The site is available, immediately adjoining the present gymnasium. The pressing need for the additional swimming pool lends special urgency to the project, all items of which fit neatly into a package with little engineering difficulty.

(3) CADET ACTIVITIES BUILDING

During the past year some additional space has been provided by housing visiting athletic teams in a barracks building outside the cadet area, thus freeing the building

formerly used by visiting teams for extracurricular activities. The latter building is immediately contiguous to the cadet barracks area. By this and other changes the availability of recreational facilities has been increased by about fifteen per cent.

West Point is an isolated community, dependent upon its own resources alone for the type of entertainment and social activities considered normal and necessary for the people of today. Within that community are 2500 young men, representative of the nation as a whole. They lead a very restricted life in comparison with that of most college students. They receive and entertain many invited guests during weekends, yet have most limited facilities for such entertainment. It was reported to the Board that weekend weather bad enough to drive most people indoors results in such a crush in the facilities available to cadets as to make the situation unpleasant.

The cadets have sixty-one extracurricular activity organizations, many of them requiring space. Musical groups require practice and storage space; publication groups require editorial and office space; hobby groups require dark rooms, or space for model railroad layouts, or perhaps only quiet rooms for chess or bridge. Cadets should be given opportunity to take their activities out of attics or basements or drafty storerooms in order that they may derive more pleasure and greater benefits from this portion of their academic life.

Several members of the Board of Visitors, more by coincidence than by design, inquired of cadets as to their most pressing needs. The almost unanimous answer was that they most missed entertainment facilities on weekends.

This Board is convinced that a cadet activities building is urgently needed. Makeshift arrangements, such as the change in visiting team housing, serve to alleviate but not to eliminate overcrowding. The need to provide for all of the cadet activities, for which no outlet is to be found in neighboring communities, requires a project

of considerable magnitude and of comparable cost, a cost well beyond the capabilities of students and alumni of an institution such as the Military Academy. West Point's graduates enter a rewarding but not a lucrative profession, and very few of those graduates are able to contribute significant amounts of money to worthwhile projects at their Alma Mater.

The need is there, and no method of overcoming the need by private means is available. To continue as at present causes young men, with nowhere else to turn, to pursue their recreational activities in most unsatisfactory conditions, which cannot but affect their morale. Visiting friends of cadets, especially in the winter months, go away with an unflattering recollection of their visits, and frequently ask cadets why they want to continue a life which holds such discomfort. Again, the effect on cadet morale is apparent.

The proposed site for a cadet activities building was pointed out to the Board. It is a commanding location, easily accessible to the cadets, and one which lends itself pleasantly to the West Point scene. Erection of a suitable building should be begun at the earliest practicable date.

g. FISCAL AFFAIRS

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

h. POST ADMINISTRATION

The members of the Board were favorably impressed by the consolidation of functions which made possible the release of 250 soldiers, the equivalent of a company of infantry, for service elsewhere in the Army. They note also the helpful use of outside consultants, at no expense to the Government; their advice has contributed to many phases of post management. The members are pleased to learn that better use of available space, plus consolidation of functions, is resulting in significant savings of both time and money. Though

many changes have been effected, still others are planned for the comparatively near future.

i. SUPERINTENDENT'S FUND

The Board believes that particular benefit to the Military Academy will derive from the efforts of the Superintendent to establish a fund, to be raised by voluntary contribution, and to provide certain facilities better suited to this type of funding than to the expenditure of appropriated funds.

j. SIZE OF CORPS OF CADETS

(1) WITH PRESENT FACILITIES

In its report for 1958 the Board of Visitors pointed out: (a) That the Corps of Cadets is, because of attrition, below its authorized strength for almost the whole of every year; and (b) That a larger number of cadets could be trained at little or no 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.

In its report for 1960 the Board said:

"The present Board feels strongly that the Military Academy is open to criticism if it does not fully utilize 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 should 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."

It is estimated that an overstrength of about two hundred cadets in July would be reduced by normal losses during the year, so that the authorized strength of 2536 would be reached in the following June. This should result in an increase of approximately fifty graduates per year.

The present Board concurs fully in the views expressed by the 1960 Board and urgently recommends that the authorizing legislation be secured.

(2) LONG RANGE INCREASE

The Board understands that the Army needs 1800 new line officers each year. It would be desirable to commission one half of these from the graduates of West Point. But the Class of 1961 is furnishing less than a third of the annual requirement and other classes in the Military Academy now, most of them larger than this year's graduating class, will still be too small to furnish one third of the requirement.

To attain the desirable objective of half the annual input of officers would require a total strength of the Corps of Cadets considerably in excess of the present authorization. Planning for an increase of cadet strength to 4250 is well along. The necessary buildings for such an increase can be erected on space presently available, limited as such space is on the irregular terrain at West Point.

The present authorized cadet strength of the Military Academy is the same as that of the Air Force Academy but greatly below that of the Naval Academy, which is 4426. Since the officer requirements of the three services are approximately the same and their needs are evident, it seems eminently desirable to bring the strength of the service academies into proper balance.

k. PAY OF PROFESSORS

The Pay Act of 1958 provided maximum pay for a colonel after twenty-six years of service and no further increase was established because most officers who have not attained general officer rank are required to retire after thirty years of service.

The one exception to the thirty-year retirement rule is that of Professors of the United States Military Academy. The title Professor is used at the United States Military Academy to designate those officers permanently assigned to the senior academic positions. By law they now must retire at age sixty-four. There is no position other than that of Dean of the Academic Board into which they may be promoted, yet one requirement for their selection for the professorship is possession of the qualities sought in a general officer.

It seems appropriate to recognize the qualities and the dedicated service of the Professors by some increase in pay if not in rank. Most of them will have completed more than forty years of service by the time they retire. A proposal now before Congress is to provide a small increase in pay for colonels upon completion of thirty-one years of service

and a similar increase at thirty-six years of service. This will apply only to Professors, as other colonels will have retired with thirty years of service. Nor will it apply to all Professors at any one time since proper spacing in age is sought in selection in order to give continuity of experience among the several Department heads. At no time would the pay of any colonel be as great as the pay of a brigadier general. The estimated annual cost in the foreseeable future is in the neighborhood of \$15, 000.

The Board believes that the proposal gives appropriate recognition at minor cost to the high quality of the Professors at West Point, and to the dedication which led them to give up prospect of advancement in the Army for the sake of developing our future officers. The Board endorses the measure and hopes that it may soon be made effective.

1. DATE OF NEXT ANNUAL VISIT

After consideration of the calendar for 1962 the Board suggests the dates May 3-5, 1962, for the next annual visit.

7. RECOMMENDATIONS

a. TENURE OF INSTRUCTORS

That the normal length of assignment of officer instructors at the Military Academy be set at four years, in addition to the period of post-graduate training required for the specific duty. (Par 6 e (3), page 5)

b. LIBRARY

That a new library of size suitable for the needs of the Military Academy as an institution of higher learning be erected on the very useful and accessible site of the present inadequate library. (Par 6 f (1), page 7)

c. INCREASED FACILITIES FOR PHYSICAL EDUCATION

That the existing gymnasium facilities be expanded by the authorization and construction of additional space for

physical education in the vicinity of the present gymnasium. (Par 6 f (2), page 7)

d. CADET ACTIVITIES BUILDING

That the urgently-needed building to provide facilities for the reception and entertainment of cadet guests and for numerous other cadet activities be undertaken at the earliest practicable date. (Par 6 f (3), page 8)

e. SIZE OF CORPS OF CADETS

That the highest possible priority be given to securing legislative authorization to exceed the presently established strength of the Corps of Cadets during the school year, subject to the provision that the excess be absorbed by the end of the year, thus permitting the training at very little extra cost of additional officers for the Army. (Par 6 j (1), page 11)

f. LONG-RANGE EXPANSION OF CADET STRENGTH

That planning continue for expansion of the Corps of Cadets to a size of approximately 4250 and that authorization for that strength be sought as soon as study of all aspects of the project indicates its feasibility. (Par 6 j (2), page 12)

g. PAY OF PROFESSORS

That the length of service of Professors and the basis upon which they were selected be recognized by step increases in pay for periods of service in excess of those normally to be attained by other colonels on active duty. (Par 6 k, page 13)

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 Major General W. C. Westmoreland, are effectively and efficiently performing their duties. General Westmoreland is especially

to be commended for his continuous efforts to improve administration and to secure better use of available facilities.

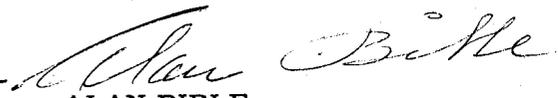
The Board takes pride in the spirit and the work of the United States Military Academy. We believe it would be an inspiration to every American citizen to see the enthusiasm, and the warm and vital loyalty, of the Corps of Cadets, supported by the entire staff. It is our belief that these young men will be worthy defenders of the American way of life.



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



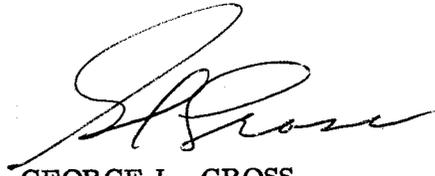
L. MENDEL RIVERS
United States House of
Representatives



ALAN BIBLE
United States Senate



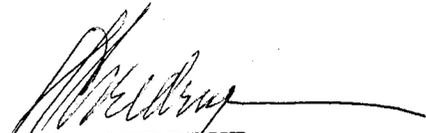
OLIN E. TEAGUE
United States House of
Representatives



GEORGE L. CROSS
President, University of
Oklahoma



R. WALTER RIEHLMAN
United States House of
Representatives



LEIF J. SVERDRUP
Major General, USAR, Retired
Sverdrup and Parcel &
Associates, Inc.

William H. Natcher

WILLIAM H. NATCHER
United States House of
Representatives

Robert T. Stevens

ROBERT T. STEVENS
President, J. P. Stevens &
Company, Inc.

William E. Minshall

WILLIAM E. MINSHALL
United States House of
Representatives

E. D. Harrison

EDWIN D. HARRISON
President, Georgia Institute
of Technology

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 THE BOARD OF VISITORS

1961

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, 1960-1961

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

Report of the Board of Visitors, United States Military Academy, 1960

Annual Report of the Superintendent to the Chief of Staff, United States Army, 1960

Abbreviated Organization Chart, United States Military Academy

Proposed Schedule for 1961 Visit

EXHIBIT B

PROGRAM FOLLOWED BY BOARD OF VISITORS

ANNUAL VISIT

1961

Thursday, April 27, 1961

- 8:45 Call on Superintendent at his office (by members who had arrived on Wednesday, April 26)
- 9:10 Conference with Dean of the Academic Board
- 11:00 Visits to Academic Departments and to classes in session
- 12:00 Luncheon and organization meeting, US Hotel Thayer
- 1:15 Opening conference with Superintendent
- 3:15 Conference with Commandant of Cadets
- 4:05 Conference with Director, Office of Military Psychology & Leadership
- 4:20 Conference with Cadet First Captain and Brigade Commander
- 5:30 Review of Corps of Cadets
- Dinner with Superintendent
- 8:45 Informal visits and interviews with cadets in barracks

Friday, April 28, 1961

- 9:00 Inspection of gymnasium and of physical training classes
- 10:00 Conference with Chief, Admissions Division
- 10:30 Conference with Registrar
- 11:00 Visits to academic departments and to classes in session or to debates of Fifteenth National Debate Tournament in progress.
- 12:00 Inspection of Cadet Mess, Washington Hall
Lunch with cadets in Washington Hall
- 1:00 Conference with Dean of the Academic Board
- 2:00 Visits to cadet recreational facilities, to sites of proposed construction, discussion on ground of the Military Academy's general development plan.
The tour of the several areas included a visit to the Cadet Chapel and an interview with the Cadet Chaplain and his assistant.
- 4:00 Observation of varsity athletics
- Evening was unscheduled, but many members attended the Fifteenth National Debate Tournament Banquet and Presentation of Awards.

Saturday, April 29, 1961

- 8:30 Executive session and preparation of Board report
- 10:30-12:00 Departure