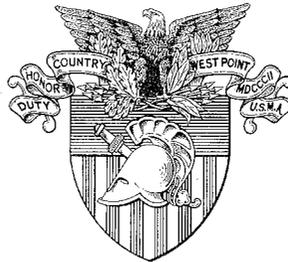


REPORT
of the
BOARD OF VISITORS
to the
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK



5 May 1962

UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK

May 5, 1962

SUBJECT: Report of the Board of Visitors to the United States
Military Academy, 1962

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. MEMBERS OF THE BOARD

The members of the Board for the year 1962 were as follows:

SENATORS

E. L. Bartlett, Alaska, representing Richard B. Russell, Georgia, Chairman of the Committee on Armed Services
Allen J. Ellender, Louisiana
Jacob K. Javits, New York
Edmund S. Muskie, Maine

REPRESENTATIVES

Porter Hardy, Jr., Virginia, 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

General of the Army Omar N. Bradley, United States Army
Major General Leif J. Sverdrup, USAR, Retired, President, Sverdrup and Parcel and Associates, Saint Louis, Missouri
Mr. Robert T. Stevens, President, J.P. Stevens and Company, Inc., New York, New York

Dr. Edwin D. Harrison, President, Georgia Institute of
Technology
Dr. Robert F. Goheen, President, Princeton University
Dr. Eric A. Walker, President, The Pennsylvania State
University

Colonel John R. Jannarone, Professor of Physics and Chemistry,
United States Military Academy, was appointed Executive Secretary for the
Board by the Superintendent, United States Military Academy.

3. PRELIMINARY DATA

In accordance with the wishes of the Board of Visitors for 1961,
as expressed in its report, the Superintendent notified all members whose
terms extended into 1962 that the period May 3-5 had been selected for the
visit.

Certain reports and informational material, and a suggested pro-
gram for the visit were distributed to each member of the Board several
weeks prior to the visit. A list of the data furnished is appended and marked
Exhibit B.

4. CONVENING OF THE BOARD

The formal organization of the Board took place at noon on May
3. Present at that time were General Bradley, General Sverdrup, and Dr.
Harrison. The Board unanimously elected General Sverdrup chairman for the
1962 annual visit.

Mr. Stevens arrived later that day. Senator Javits and Repre-
sentatives Hardy, Natcher, and Minshall arrived the following morning.

The members present regretted that prior commitments pre-
vented the attendance of Dr. Goheen and Dr. Walker, and that the pressure of
congressional business prevented the attendance of Senators Bartlett, Ellender
and Muskie, and Representatives Teague and Riehlman.

Urgent business required Senator Javits to leave at 12:30 p. m.
on May 4. The remaining members departed after the final meeting of the
Board, which terminated at 11:30 a. m. on May 5.

5. PROCEDURE

The detailed program followed by the Board during its visit is appended and marked Exhibit C. The Board made its inspections generally as a group, but divided for a period on the morning of May 4 for visits to classrooms and laboratories. On the evening of May 4 members of the Board conferred individually with cadets in their barracks rooms.

6. COMMENTS

a. MORALE

Members of the Board had the opportunity to observe cadets in their classrooms, in the gymnasium, and on the athletic fields. They also had lunch with the cadets on May 4 and visited some of them in their rooms during the evening study hours. The Board was impressed with the spirit of these young men. Their morale is high, and they appear to be strongly motivated toward careers in the service of their country.

Several cadets expressed disappointment over a change in the Joint Travel Regulations, issued by the Department of Defense on February 1, 1961, which reduces to two dollars the per diem allowance paid to cadets while participating in summer training with overseas Army units. The Board was informed, however, that the Superintendent has been endeavoring to have this per diem rate raised to a level which would not impose a financial hardship.

Officers and enlisted men of the garrison were observed during routine performance of their duties. Their appearance, bearing, and demeanor reflected a proud and responsible attitude toward their contribution to the development and training of the cadets.

b. DISCIPLINE

From general observations made throughout the visit, the Board feels that superior standards of discipline are being maintained both within the Corps of Cadets and within the garrison as a whole. The relationship between cadets and officers is obviously a healthy one based on mutual respect.

The Corps of Cadets made a superb impression during a brigade review in honor of the Board. The performance was particularly remarkable in view of the fact that this was the first brigade review of the season.

c. SELECTION OF CANDIDATES FOR THE MILITARY ACADEMY

The Board was informed of the programs being implemented for dissemination of information relative to admission to the Military Academy. Particular emphasis is being placed on familiarizing secondary school guidance counsellors with the mission and objectives of the Military Academy, and with the quality of its academic and military programs. The Board was pleased to note that these efforts are increasingly effective in stimulating interest in the Military Academy among the youth of our country.

The Board reviewed the program instituted several years ago which provides for assistance by the Academic Board of the Military Academy to individual members of Congress in the selection of their candidates. It was reported that the number of members of Congress who take advantage of this assistance has grown markedly from year to year.

The quota of cadetships allocated to each of the several competitive categories, i. e., Presidential, Regular Components, Reserve Components, etc., is fixed by law. Sometimes there are an insufficient number of qualified candidates to fill the vacancies in a given category. There would be merit in granting discretionary authority to the Secretary of the Army to fill such vacancies in one category from best-qualified candidates in other competitive categories. Thus, highly qualified competitive candidates now being denied admission by the operation of fixed quotas, even though unfilled vacancies may exist, could be admitted. The Board noted that such flexibility is now provided for the Naval Academy. It would be desirable to provide it for the Military Academy as well.

d. CURRICULUM

The Board was impressed with the continued progress that is being made on the advanced studies program adopted last year. Several adjustments have already been made in order to keep abreast of modern trends in education and to respond to the needs of the Army.

Every effort is being made to keep well informed on developments in the educational community. Future instructors are being sent to a great variety of universities for their graduate studies. Visiting professors and guest lecturers are contributing to the enrichment of the academic program. Arrangements have been made for Dr. Baxter of Williams College and Dr. Soderberg of the Massachusetts Institute of Technology to serve as educational consultants. A program of lectures to the faculty by outstanding persons in the field of education has been initiated.

Considerable evidence is available which indicates that the Military Academy is one of the finest undergraduate colleges in the country, and that it is adequately preparing the cadets for future service and for post-graduate education in the great variety of disciplines which are important to the modern Army. The Academy may point with justified pride to the fact that it currently ranks fourth in the number of Rhodes Scholarships won by its students, following only Harvard, Yale, and Princeton. Since 1948, the Graduate Record Examination has been given to members of the First Class (seniors). This examination, which is being given to seniors in over 200 colleges and universities, provides a means for comparing the academic achievement levels of the cadets with those of senior majors in natural sciences, social sciences, and humanities in the participating collegiate population. The results achieved by the cadets have been consistently commendable. The Board also noted that 342 Academy graduates are presently enrolled in 44 different graduate study programs at 51 civilian institutions of higher learning, which is a good indication of the breadth and scope of the curriculum and of its effectiveness in providing a base for the Army's post-graduate training programs.

This year, for the first time, cadets have competed for National Science Foundation Fellowships. One cadet won a fellowship in physics; the ten others who competed won honorable mention in mathematics, physics, or chemistry.

West Point continues to provide an important service to the nation by sponsoring and participating in The Student Conference on United States Affairs and the National Debate Tournament.

The faculty is responsive to the changing needs of the Army and of the nation. Appropriate material related to counterinsurgency has been included in the social sciences and military training programs. During the past year the language laboratory has been doubled in capacity. New facilities which have been developed include a rocket engine test cell, a physics special projects laboratory and an ordnance free-flight laboratory. A thorough study has been conducted on the incorporation of electronic computer technology in the mathematics-science-engineering sector of the curriculum, in coordination with concurrent planning for utilization of computer services in the administrative activities of the post.

The Board was favorably impressed with the quality and scope of the military training and physical education programs. It was pleased to receive first-hand reports on the leadership training program from the Cadet First Captain, and on the Cadet Honor System from the Chairman of the Cadet Honor Committee.

The Board inquired into the status of a recent proposal that the Service Academies be authorized to grant master's degrees. The several reasons advanced by the Department of the Army in opposition to this proposal were discussed. The Board subscribed to the Army's stand on this matter, agreeing that the obvious advantages of cross-fertilization accruing to the Army as well as to the Military Academy faculty, by operation of the present system of sending graduates to civilian universities for postgraduate work, would in large measure be compromised by adoption of the proposal.

e. INSTRUCTION

(1) METHODS

The Military Academy continues to use methods which require active participation by cadets in the classroom. Modern equipment and techniques are used. New textbooks are constantly under review. Certain texts, and a large amount of supplementary course material, are prepared by the faculty. The potentialities of programmed instruction and of dynamic reading techniques are being explored, as well as those of closed-circuit television.

(2) INSTRUCTORS

The instructors who were observed appeared to be well qualified and highly motivated. The Board was impressed by the fact that members of the faculty have done graduate work at 106 different institutions of higher learning. This broad background is a significant factor in maintaining the high quality of the academic program.

(3) DURATION OF INSTRUCTOR ASSIGNMENTS

It was reported to the Board that some progress is being made on the matter of extending the tour of duty of instructors from three to four years, as had been previously recommended by the Board. Although the length of tour has not been changed, the Department of the Army has indicated that it will be more liberal in approving requests for one-year extensions in specific cases. While this is an encouraging development, the Board feels that the advantages inherent in a four-year tour, which were discussed in its 1961 Report, are significant, and that further consideration should be given to its recommendation.

f. FACILITIES

(1) MAINTENANCE

The Board was apprised of the fact that a considerable backlog of maintenance and repair work has accumulated. Many of the deferred projects involve the replacement of deteriorated water, steam, and electrical systems, and exterior painting of buildings. While every effort is being

made to overcome this difficulty with the funds and resources available, it is clear that the work should be accelerated in order to eliminate this backlog as soon as possible.

(2) CADET ACTIVITIES BUILDING

The most pressing requirement at West Point is a Cadet Activities Building. Makeshift temporary arrangements which have been made to provide space for cadet recreational activities are commendable, but they do not provide the answers to this problem. The isolation of West Point and the relatively restricted regimen imposed upon the cadets make it necessary that adequate facilities for wholesome recreation be provided. Because this need has persisted for so many years, the project required to satisfy it is necessarily one of considerable magnitude. The Board recognizes that in the past few years this factor may have operated to deter a solution. It noted, however, that studies currently being made, which involve a change in the site of the proposed facility, indicate the probability of a construction cost considerably lower than that formerly estimated.

The Board is convinced of the urgency of this requirement. It notes, incidentally, that the need for this Cadet Activities Building has been dealt with in each annual report of the Board of Visitors for the past fifteen years.

(3) THE U. S. HOTEL THAYER

The U. S. Hotel Thayer is a government owned and operated facility located on the West Point Reservation. Built in 1926 to accommodate visiting relatives and friends of the cadets, it has continually had financial difficulty because its income is derived principally from week-end business. In recent years, considerable effort has been devoted to attracting conventions and other meeting groups during the week-day periods in order to maintain a solvent operation. Such revenues as have been accumulated have been applied from time to time to maintenance and refurbishing. An air conditioning project for the public rooms of the hotel is now nearing completion. However, the hotel has been experiencing considerable difficulty in attracting summer trade, primarily because of the lack

of air conditioning in the guest rooms. Additionally, it has been determined that the water, steam, and electrical systems are badly deteriorated. The rehabilitation of these utilities systems to acceptable modern standards has been included in the Academy's construction program for several years, but has not yet been authorized. The Board feels that this problem demands action immediately.

(4) BARTLETT HALL

Bartlett Hall is an academic building which was constructed in 1915 and expanded in 1936. Its present condition reflects the normal wear and tear of almost a half-century of operation. This building is in need of rehabilitation to modern academic building standards, to include replacement and augmentation of utilities systems, improvement of lighting and ventilation, replacement of a worn-out elevator, provision of adequate acoustical treatment, and waterproofing exterior walls.

(5) GYMNASIUM

The Board pointed out in its report last year that certain additional facilities were required to support the physical education program. A projected expansion of the gymnasium to accommodate these additional facilities has been included in the Military Academy's proposed construction program. The Board feels that these facilities should be provided to satisfy a demonstrated need.

g. FISCAL AFFAIRS

No problems relating to fiscal operations came to the attention of the Board, other than the need for additional resources to cope with the deferred maintenance problem mentioned earlier in this report.

h. POST ADMINISTRATION

It was reported to the Board that further progress is being made on the consolidation of activities and on reduction of enlisted personnel requirements. The institution of work measurement and other management techniques has resulted in increased productivity and monetary savings in several areas of post operation. The Board observed that the appearance of the post

was commendable, and was in keeping with its status as a National Monument.

i. SUPERINTENDENT'S FUND

The Superintendent gave a progress report on the status of the Superintendent's Fund, which had been organized during the past year. Several worthwhile projects have already been completed with funds obtained from this source, the principal one being a modern ski tow facility from which the cadets have already derived considerable benefit. The Board endorses this means for financing projects for which appropriated funds are not available.

j. STRENGTH OF CORPS OF CADETS

(1) THE STRENGTH BILL

The Superintendent reported on the status of the Bill (H.R. 7913) which would provide authority for the Corps of Cadets to be at the authorized strength level at the end, rather than at the beginning, of each year. By taking into account anticipated attrition in this manner, the Academy will be able to provide more graduates to the Army each year. The Board noted that this Bill, which has twice passed the House of Representatives, is still before the Congress. It feels, as it did last year, that efforts to obtain this legislation must be continued.

(2) EXPANSION PLANS

The Board noted that the Department of the Army has directed the Military Academy to prepare plans for a possible expansion of the Corps of Cadets to a strength of 4250. It was reported to the Board that these plans are currently under preparation.

k. PAY OF PROFESSORS

In its report last year the Board endorsed a bill (H.R. 4325) before the Congress which would provide pay increases for colonels upon completion of 31 and 36 years of service. Since colonels are normally required to retire upon completion of 30 years of service, the bill was designed to provide these

pay increases primarily for the Professors at the Military Academy, who normally serve until age 64. The Pay Act of 1958, currently in effect, provides for a final pay raise for colonels upon completion of 26 years of service. Thus, the Professors serve their last 14-16 years without any increase in pay. Boards of Visitors have recommended favorable action on this matter in their annual reports for the past seven years. Although the proposed legislation has twice passed the House of Representatives, it has not been considered by the Senate. The Board again endorses this worthy measure and urges that action be taken without further delay.

1. DATE OF NEXT ANNUAL VISIT

The Board agreed that the next annual visit should be scheduled during the period May 2-4, 1963.

7. RECOMMENDATIONS

a. TOUR OF DUTY OF INSTRUCTORS

That the normal tour of duty of officer instructors at the Military Academy be set at four years, exclusive of any time spent in postgraduate education in preparation for a specific instructor assignment.

b. PAY OF PROFESSORS

That the bill presently before the Congress (H. R. 4325) which would provide for step increases in pay for Professors, for periods of service in excess of those normally attained by other colonels on active duty, be strongly supported.

c. STRENGTH OF THE CORPS OF CADETS

That the bill presently before the Congress (H. R. 7913) which provides that the authorized strength level of the Corps of Cadets be fixed at the end rather than at the beginning of the year be strongly supported.

d. COMPETITIVE CATEGORY QUOTAS

That appropriate legislation be obtained which will provide that, when the number of qualified candidates within a particular competitive category is not sufficient to fill the

quota allocated to that category, the Secretary of the Army be permitted to fill that quota by selection of best-qualified candidates from any of the other competitive categories.

e. CADET ACTIVITIES BUILDING

That the provision of a Cadet Activities Building be treated as a matter of urgency, and that necessary action to authorize construction be taken without further delay.

f. OTHER CONSTRUCTION PROJECTS

That the rehabilitation of the U. S. Hotel Thayer, the rehabilitation of Bartlett Hall, and the addition to the gymnasium be authorized for early implementation.

g. DEFERRED MAINTENANCE

That necessary action be taken to permit completion of deferred maintenance projects at an accelerated rate, with a view toward eliminating the current backlog.

8. CONCLUSION

The members of the Board feel that the Military Academy is successfully accomplishing its mission. There has been sufficient evidence to indicate that the staff and faculty are performing their duties effectively and efficiently. The Board has been impressed with the outstanding accomplishments in the academic and military training programs, in the areas of management and administration, and in the operation of the Superintendent's Fund. These accomplishments are attributable in large measure to the outstanding leadership of the Superintendent, Major General William C. Westmoreland, a dynamic and progressive officer of exceptional ability.

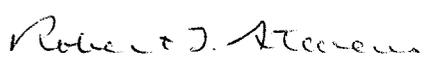
The Board has been inspired by this opportunity to spend some time with the cadets and officers at West Point. These men, dedicated to the service of our country, deserve a full measure of support. We trust that we have been able to assist in preparing them for the important responsibilities which lie ahead.



L. J. SVERDRUP
Major General, USAR, Retired
President, Sverdrup and Parcel
and Associates, Inc.
Chairman



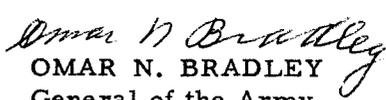
JACOB K. JAVITS
United States Senate



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



PORTER HARDY, JR.
United States House of
Representatives



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



WILLIAM H. NATCHER
United States House of
Representatives



E. D. HARRISON
President, Georgia Institute
of Technology



WILLIAM E. MINSHALL
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

1962

Official Register of the Officers and Cadets, United States Military
Academy, for the Academic Year ending 30 June 1961

Catalogue of the United States Military Academy, 1961-1962

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

Report of the Board of Visitors, United States Military Academy, 1961

Annual Report of the Superintendent to the Chief of Staff, United States
Army, 1961

Proposed Schedule for 1962 Visit

EXHIBIT B

PROGRAM FOLLOWED BY BOARD OF VISITORS

ANNUAL VISIT

1962

Thursday, May 3, 1962

- 12:00 Luncheon and organization meeting, Hotel Thayer
- 1:15 Conference with Superintendent
- 3:15 Conference with Commandant of Cadets
- 4:20 Conference with Cadet Brigade Commander
- 4:30 Conference with Chairman of Cadet Honor Committee
- 6:00 Reception at Dean's Quarters

Friday, May 4, 1962

- 8:45 Conference with Director of Physical Education, followed by inspection of facilities and classes
- 9:50 Meeting with members of the Academic Board
- 10:00 Conference with Dean of the Academic Board
- 11:15 Visits to Academic Departments
- 12:00 Tour of Cadet Mess

Friday, May 4, 1962 (continued)

12:15 Luncheon with Corps of Cadets
1:00 Conference with Director of Admissions
2:00 Inspection of facilities
5:30 Review of Corps of Cadets
6:15 Dinner with Superintendent
8:30 Informal visits and interviews with cadets in barracks

Saturday, May 5, 1962

8:30 Executive session and preparation of Board report
11:00 Final conference with Superintendent
11:30 Departure