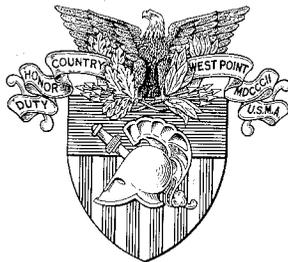


REPORT
of the
BOARD OF VISITORS
to the
UNITED STATES MILITARY ACADEMY
WEST POINT, NEW YORK



4 May 1963

UNITED STATES MILITARY ACADEMY
West Point, New York

4 May 1963

SUBJECT: Report of the Board of Visitors to the United States Military Academy, 1963

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 1963 were as follows:

Senators

Daniel K. Inouye, Hawaii, representing
Richard B. Russell, Georgia, Chairman
of the Committee on Armed Services
Kenneth B. Keating, New York
Estes Kefauver, Tennessee
John O. Pastore, Rhode Island

Representatives

George Huddleston, Jr., Alabama, represent-
ing Carl Vinson, Georgia, Chairman of
the Committee on Armed Services
William H. Natcher, Kentucky
Harold C. Ostertag, New York
R. Walter Riehlman, New York
Olin E. Teague, Texas

Presidential Appointees

General J. Lawton Collins, (Ret.), Vice Chairman, Pfizer International, Inc., Washington
Dr. Robert F. Goheen, President, Princeton University
Mr. Edward B. Hanify, Member, Ropes and Gray, Boston
Dr. Edwin D. Harrison, President, Georgia Institute of Technology
Mr. Robert T. Stevens, President, J. P. Stevens and Company, New York
Dr. Eric A. Walker, President, Pennsylvania State University

Colonel Edwin V. Sutherland, Professor of English, United States Military Academy, was appointed Executive Secretary to the Board of Visitors by the Superintendent, United States Military Academy.

3. PRELIMINARY DATA

In accordance with the wishes of the Board of Visitors for 1962, as expressed in its report, the Superintendent notified all Members that the period of May 2 - 4 had been selected for the visit.

Certain reports and informational material, and a suggested program for the visit were mailed to each Member of the Board 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 2 May. Present at that time were: Senator Inouye, Representative Teague, Representative Riehlman, Representative Ostertag, Representative Natcher, Representative Huddleston, General Collins, Dr. Harrison, and Mr. Hanify. The Board unanimously elected General Collins Chairman for the 1963 annual visit.

Senator Keating, Mr. Stevens, and Dr. Walker arrived later that day.

The Members present regretted that urgent affairs prevented the attendance of Senator Kefauver, Senator Pastore, and Dr. Goheen.

Urgent business required that Representative Teague depart West Point on the evening of 3 May, and that Senator Keating, Senator Inouye, and Representative Riehlman leave the Board before the conclusion of its executive session on 4 May. The remaining Members departed after the final meeting of the Board which terminated at 1200 hours on Saturday 4 May.

5. PROCEDURE

At his initial presentation to the Board of Visitors, on 2 May, the Superintendent laid before its Members the substance of certain criticisms which, within the past few months, had been publicly directed at the Military Academy. He suggested that the Board members in their forthcoming inquiries into the Academy's affairs might keep these in mind and assess their pertinence and validity in light of their own observations.

The Superintendent also suggested to the Board, in view of the manifold activities at the Academy and the limited time available, that it divide itself into five groups, each group to devote its particular attention to one functional area of interest. He suggested that this arrangement would increase the productivity of the brief time available to the Board, cater more fully to the individual member's desires to inquire thoroughly into particular aspects of the Academy, and thus be of greatest benefit to West Point. The five functional areas of interest suggested were: Mathematics-Science-Engineering; Humanities-Social Sciences; Leadership-Military Instruction; Post Management, Facilities and Expansion Plans; Admissions and Extracurricular Activities.

The Superintendent pointed out that he also proposed two concurrent programs for the Board, one designed to help newly-appointed Members gain a broad familiarity with the Institution and its work prior to their examining in detail any particular aspect; and the other designed to accommodate those who, having had prior experience on the Board, desired to embark promptly on detailed examination into one of the five areas.

The Board accepted both these procedural suggestions, and later observed with approval that the programs suggested served to facilitate the prosecution of their inquiries.

The detailed program followed by the Board during its visit to West Point is appended and marked Exhibit C.

6. COMMENTS

a. Morale & Discipline

Members of the Board observed cadets in laboratories, class rooms, on the athletic fields, on parade, and conversed with them individually at luncheon and at an evening meal in the cadet dining hall. In addition, they visited with them individually in barracks after dinner on 3 May. The Board was favorably impressed by the bearing, sense of duty, mental alertness, and attitude of professional dedication evinced by the cadets.

During the course of the presentation made by the Commandant of Cadets, on 3 May, Cadet Captain W. J. Holland, Executive Officer of the Brigade of Cadets, and Chairman of the Honor Committee, addressed the Members of the Board and discussed the Cadet Honor Code and System. Cadet Holland pointed out the jealous esteem in which the Honor System is held by the Corps and emphasized that it belongs to the Corps and is administered by the Corps. Cadet Holland's presentation was noted with enthusiastic approval by the Members of the Board present.

The Board noted with gratification information presented by the Superintendent to the effect that recent classes graduating from the Military Academy appear to be highly motivated to devote a full career to the profession for which they are trained. According to information presented in a report of the Adjutant General, 6 February 1962, 76% of graduates commissioned during the 10-year period 1945-1954 are still on active duty.

The Board was likewise impressed with the goodly number of cadets who voluntarily give up their summer leaves of absence to assist in the training of New York National Guard units, or to participate in a (proposed) 30-day tour of duty in South Viet Nam.

The Board Members in the course of their movement about the Academy had occasion to observe the superior discipline maintained within the Corps of Cadets and throughout the Command as a whole.

The Board observed the Corps of Cadets at Retreat Review conducted in its honor on 2 May. The Board was deeply impressed by the magnificent appearance of the Brigade and the precision of its evolutions.

Officers and soldiers of the garrison were observed during their performance of duty. The Board found their appearance, bearing, and demeanor of an excellence wholly compatible with the highly important mission to which the Military Academy's personnel are assigned.

b. Expansion Plans

The Board was most interested in the proposed expansion plans for the Academy. The Superintendent conducted formal conferences for all Members on the subject, discussing both the proposed legislation (DOD 88-13) dealing with an increase in the authorized strength of the Corps of Cadets, and the Master Plan for modernizing and expanding its physical facilities to permit the support of the Corps at an average of 4,250 cadets. In these conferences the Superintendent utilized models, photographs, maps, artists' renderings, and graphical charts to outline the successive stages of the proposed construction program and forecast the annual fund requirements therefor.

With regard to the proposed increase in Corps strength from the currently authorized 2,540 cadets to an average strength of 4,250, the Board took cognizance of the 1949 recommendations of the Service Academy Board to the Secretary of Defense.

The Board was informed that, in order to fulfill the recommendations of the Service Academy Board, the Department of the Army had determined that the annual input of Regular Army officers from the Military Academy should be approximately 900, recognizing that the enactment of new legislation would be required to permit this since, under existing law, approximately only 560 are graduated each year. The Administration is presently considering submitting to the Congress proposed legislation which would authorize an input of 1,380 candidates for admission to each of the three Academies. This would result, allowing for attrition, in an average strength of approximately 4,250 cadets at the United States Military Academy, and a graduating class of an estimated 960.

The Board was further informed that, in anticipation of the eventual submission to Congress of this legislation, the Department of the Army in 1961 directed the Superintendent to plan for and make recommendations as to an incremental expansion of existing facilities, or provision of new facilities to accommodate the proposed expansion. The facilities expansion plan presented in brief to the Board by the Superintendent was that submitted by him to the Chief of Staff of the Army on 1 February 1963.

While the Board had insufficient opportunity to make a detailed inquiry into either the proposed legislation providing for an increase in the size of the Corps, or into all facets of the facilities expansion plan to support such increase, it observed that an increase in the strength of the Corps appeared to be highly desirable. In this connection the Board took note of the diversity of the Army's tasks and the fact that it is the largest of the Services, yet less than 20% of its Regular officers are graduates of West Point.

During the general discussion of this matter, the Superintendent pointed out that, under conditions presently obtaining, the outstanding college senior, the one with the best mind and the highest leadership potential, is not likely to be tempted to enter the Army as a career officer. The material inducements offered by industry and business are just too persuasive, in most cases, to be withstood by the young man who has but a superficial knowledge of the Army and at best a vague idea of the dignity and satisfaction of a life of military service. Under these circumstances the Army finds itself in a poor position to compete for the

high-potential young manpower it needs. To the degree that the Cadet Corps be expanded, to that degree the opportunity of imbuing high-quality young men with the ideals of public service, and of motivating them toward a lifetime Army career, is increased.

In connection with the proposed increase, the Board concurred in the statement of one of its Members having extensive experience and knowledge of the situation that the supply of high-potential manpower of the type produced by the Military Academy, and other first-class institutions of learning, is one of the most critical problems that the Nation today faces and will continue to face with increasing urgency. This Member observed that despite the efforts of state-supported and private institutions to expand their output to help meet the national requirement, it can be confidently forecast that the number that they can produce will fall far short of the need. He pointed out that it seems clearly incumbent upon the Government and upon the Military Academy, its agency, to increase its contribution of such trained manpower; and equally clear that the Academy should be expanded in order that it be capable of playing its appropriate role in producing this national resource so urgently needed to assure our Nation's continuing development and the maintenance of its position in world affairs, as well as assuring the Army an adequate supply of these high-potential individuals.

As to the facilities expansion plan presented to it, the Board, without attempting a close analysis, commented upon it favorably. The Board took occasion to commend the Academy's initiative in utilizing its organic personnel to prepare the plan, thereby effecting a considerable economy in engineering costs. The Board noted with satisfaction that under the expansion plan it is forecast that the annual total operation and maintenance cost per cadet will decline from its current figure of slightly over \$11,000 to slightly over \$9,000.

The Board expressed the desire that its Report, in its published form, embrace appropriate pictorial and descriptive matter of the proposed physical facilities expansion plan. (Exhibit D)

c. Curriculum

The Board commented favorably upon the solid intellectual content of the curriculum as a whole. It took note of the fine progress made in adjusting the Academy's courses of study to the imperative demands which are faced by its graduates in the modern political and technological world environment. It specifically commended the imaginative and aggressive steps the Academy has taken, as outlined by the Superintendent and the Dean, to reinforce the Humanities-Social Sciences aspects of its curriculum, and was advised that the Academic Board is nearing completion of a study on subject area majors. (A "subject area major" may be defined as a concentration of courses of study designed to secure depth within one of the broad areas of the total curriculum.)

Considering the increased interplay of political, economic, and psychological factors that affect plans and preparations for the actual conduct of military operations, further consideration should be given to affording additional opportunities for cadets—particularly those so inclined—to obtain instruction in Humanities and Social Sciences. This should be done without any increase in the already heavy academic schedule. This would appear to be feasible by progressively increased use of validating courses in which a cadet is proficient, and extending the number and scope of elective subjects in the Humanities and Social Sciences. It is hoped that the Academic Board will give careful consideration to this matter, both as to desirability and feasibility, in connection with its current study on subject area majors.

The Board noted with a feeling of reassurance the outstanding performance of Academy first classmen in the Graduate Record Examinations, and in competition for National Science Foundation Fellowships. And it desired that information reflecting the performance of West Point's first classmen be included in this Report as indicative of the effectiveness of the Academy's educational process.

Each year all members of the graduating class take the Graduate Record Examination Area Tests prepared by Educational Testing Service, Princeton, New Jersey. These

tests provide a comprehensive appraisal of the student's accomplishment in three principal academic categories: social sciences, humanities, and natural sciences. The mean scores achieved by cadets of the present first class compare favorably with the norms set by senior men and individuals majoring in the several subject areas at other institutions, as indicated below:

Test	Norms	Mean Score USMA, 1963
<i>Social Sciences</i>		
Senior Men	505	563
Social Science Majors	518	
<i>Humanities</i>		
Senior Men	478	506
Humanities Majors	530	
<i>Natural Sciences</i>		
Senior Men	516	626
Natural Science Majors	585	

In a test prepared by Educational Testing Service and designed to evaluate student knowledge of Foreign Affairs, cadets of the Class of 1963 performed well in comparison with the norm test group which represented a rough cross-section of degree-awarding institutions in the United States. The mean score for the cadet group was at the 81 percentile of the test group; and the mean score for the upper two cadet sections fell above the 93 percentile.

A total of 20 cadets of the graduating class competed this year for National Science Foundation Fellowships. In national competition with students majoring in the various subject areas, five of the twenty were awarded fellowships: one in Nuclear Engineering, two in Electrical Engineering, one in Physics, and one in Economics. Nine of the remaining fifteen received honorable mention: five in Physics, one in Chemistry, one in Mathematics, one in Civil Engineering, and one in Astronautical Engineering and Physics.

The Board considered the question of the load placed upon the Academy's cadets by the academic curriculum and the military training and physical education program. Certain Members of the Board expressed the opinion, based upon their personal observation and their discussions with Academy officials and cadets, that the cadet indeed carries a demanding daily schedule. With respect to the academic program, the Board took cognizance of a statement by one of its Members having extensive experience as an educator that at some point the intensification of academic requirements becomes counterproductive. Members of the Board of Visitors were informed, in this connection, that the Academic Board is aware of this problem and has for some time been studying the feasibility of selective cutbacks in the formal demands on the cadets. The Board expressed full confidence that the Academy authorities are closely attentive to the problem, are eminently qualified to judge and maintain the necessary balance between directed cadet activity and 'free' time, and that they will continue to do so.

d. Selection and Admission of Candidates

The Board inquired closely into admissions criteria, procedures and administration. The Director of Admissions and Registrar made a formal presentation on this subject to Congressional Members and others interested, and discussed on a case by case basis with individual Congressmen the problems confronting them in this area. The Director of Admissions was also invited to join the Board during a portion of its executive session on 4 May and the Board as a whole inquired into the area of admissions. The Board recognized the complexities involved.

Members of the Board indorsed the Military Academy's proposal to notify each Member of Congress as soon as possible whether his nominee was qualified or disqualified in any portion of the West Point entrance examinations.

The Board again noted that the quota of USMA cadetships allocated to each of the competitive categories (Presidential, Regular Components, etc.) is fixed by law, and that from time to time there are insufficient qualified candidates to fill the vacancies in a particular

category. The effect of this fixed quota system is to deny admission to qualified competitive candidates, even though unfilled vacancies in certain competitive categories may exist. The Board noted that the Secretary of the Navy presently has authority to fill any such vacancies in one category from the best qualified candidates in other categories. The Board stated it would be desirable that equal discretionary authority be accorded to the Secretary of the Army. Members of the Board were informed that this authority is included in the proposed legislation (DOD 88-13) currently under consideration by the Bureau of the Budget.

e. Instruction

(1) Methods

The Board was informed of certain innovations in instructional technique now being used at West Point including a most promising use of closed circuit television in laboratory instruction. One Board Member took occasion to note approvingly the ingenuity displayed in locally devising effective laboratory instructional equipment; and desired especially to commend the effective way in which instruction in and actual use of the electronic computer has been introduced into the first year (freshman) course of study and is being integrated throughout the whole four-year curriculum.

(2) Instructors

Such instructors as were observed at work and those interviewed by Members of the Board appeared to be well qualified. The Board noted with approval the growing practice of notifying, well in advance, officers selected to be instructors, and the assignment of as many as possible of these officers to advanced courses of study, at civilian institutions, in the subjects they are to teach. Within the limitations of available personnel and funds, the ultimate objective should be that every instructor have at least a master's degree.

(3) Duration of Instructor Assignments

The Board discussed the factors involved in determining duration of instructor assignments, recognized the pedagogical advantages in four-year tours of duty, but took note as well of the conflicting requirements of providing for the rounded career development of officers, and meeting the officer requirements of the Army as a whole. The Board approved the policy presently existing, noting that it provides for liberal interpretation by the Department of the Army regarding extensions, on a case by case basis, of tours of duty from three to four years. The Board also took note of recent Department of the Army action authorizing extended tours of duty, on a permanent basis, for up to 15 officers to occupy the position of Associate Professor.

f. Facilities

(1) Maintenance

The Board noted with satisfaction the vigor with which the backlog of maintenance and repair work, noted by the 1962 Board, had been attacked, and commended the aggressive management manifested in so significantly reducing this problem.

(2) Cadet Activities Building

The Board noted that the provision of a Cadet Activities Building had been favorably recommended on six occasions by Boards of Visitors during the past nine years. It again took note of the necessity for this facility in light of the special degree to which the Corps of Cadets is dependent on the organic resources of West Point, a relatively isolated community, for the kind of entertainment and social activity proper and necessary for today's citizens.

Members of the Board personally inspected the location for the proposed Cadet Activities Building and were informed of the favorable factors, functional, aesthetic, and financial, dictating selection of the site. They were also informed of the steps being taken by the Academy to adapt presently available physical resources to cadet recreational uses, and inspected some of those facilities which are satisfactorily serving on an interim basis as cadet recreational and social activity areas: the Fourth Class Club (Lee Hall), the First Class Club

(Ordnance Compound), the expanded Weapons Room, the increased space made available to the cadet hostesses, etc. It was also pointed out that the enlargement of the West Point Army Mess, made possible by a private bequest, will release the top two floors of Cullum Hall exclusively for cadet use.

The reasons dictating the Superintendent's according higher priority to the provision of a Cadet Auditorium than to a Cadet Activities Building were explained. The Auditorium will fill the need for an adequate theatre, and will release the present theatre (located in the gymnasium) for urgently needed physical education activities.

Members of the Board took cognizance of these matters and reaffirmed their urgent interest in the early provision of a Cadet Activities Building, consonant with the steps already taken to provide satisfactory interim facilities for cadet recreational activities, and the higher priority the Academy accords to the construction of an auditorium. The Board did, however, reiterate its conviction that expeditious construction of a Cadet Activities Building is of great importance and agreed that it should be accorded high priority.

(3) *Bartlett Hall*

The Board, as it had in 1962, took note of the obsolescence of the academic building known as Bartlett Hall, and reaffirmed its view that a complete rehabilitation to include replacement and augmentation of utilities system, improvement of lighting and ventilation, replacement of worn out elevator, provision of adequate acoustical treatment, and waterproofing of exterior walls is needed.

The Board noted that such complete rehabilitation and modernization is provided for in the Master Plan for Expansion.

(4) *Building No. 683 (Band Practice and PX Tailor Shop)*

Members of the Board noted the completely unsatisfactory physical condition of Building No. 683 (Band Practice and PX Tailor Shop). This building was constructed in 1870, has long since passed the possibility of satisfactory maintenance, is in a dangerous state of deterioration, and is overdue for demolition.

The Board was informed that the Department of the Army had taken specific note of this urgent requirement and that approval for corrective measures is being urgently sought.

g. Superintendent's Fund

The Superintendent informed the Board of the purposes and present status of the Superintendent's Fund, established in 1961 as a permanent private fund raising organization. The purpose of the Fund is to encourage gifts (cash, securities, bequests, etc.) from Alumni and other friends of West Point to be used to provide those desirable facilities for the Corps of Cadets and the Academy for which appropriated funds are unavailable. The Board once again endorsed the philosophy underlying this fund and desired to commend the initiative responsible for its establishment.

h. Pay of Professors

The Board noted with satisfaction that the current Military Pay Bill (HR 5555) which has been reported by the House Armed Services Committee, provides for a step pay increase for professors of the Military Academy in grade of colonel, after 31 and 36 years of service, respectively. The pay bill provides also for an appropriate pay increase for brigadier generals, including, of course, the Dean of the Academic Board, USMA.

i. Fiscal Affairs

No problems relating to fiscal operations came to the attention of the Board.

j. Date of Next Annual Visit

The Board agreed that the next annual visit should be scheduled during the period of April 9-11, 1964.

7. RECOMMENDATIONS

- a. That legislation providing for an increase in the size of the Corps of Cadets be submitted to the Congress without delay for favorable consideration.
- b. That the Academy's Expansion Plan, as submitted by the Superintendent to the Chief of Staff of the Army on 1 February 1963, be approved for appropriate architectural development in anticipation of its early consideration by the Congress.
- c. That the provision of a Cadet Activities Building be treated as an essential element of the Academy's facilities expansion plan, and that it be given the highest priority for construction consistent with the orderly implementation of the Plan.
- d. That the rehabilitation of Bartlett Hall be treated as a matter of priority and authorized for early implementation.
- e. That the Military Pay Bill (HR 5555) be vigorously supported.

8. CONCLUSION

It is the opinion of the Board of Visitors, based upon personal observation and the information laid before it, that the Military Academy continues to carry out its mission in a resourceful, imaginative, thorough, and highly effective manner.

Such contact as the Members of the Board had with personnel of the West Point garrison and with the Staff and Faculty of the Military Academy, causes the Board to believe they are possessed of that high seriousness of purpose, sincere devotion to duty, and fine professional capacity worthy of identification with the important national institution which they serve.

The Board found the opportunity for personal contact with the members of the Corps of Cadets an inspirational, enlivening, and reassuring experience.

The Board takes pleasure in highly commending the Superintendent, Major General William C. Westmoreland, for his intelligent, energetic, and resourceful conduct of affairs. The continued improvement in the excellent course of instruction, and the high morale and state of discipline of the officers, cadets, and enlisted cadre of the Military Academy reflect the superior leadership of General Westmoreland.

J. Lawton Collins

J. LAWTON COLLINS
General, USA (Retired)
Director, Pfizer International, Inc.
Chairman

Kenneth B. Keating

KENNETH B. KEATING
United States Senate

Daniel K. Inouye

DANIEL K. INOUE
United States Senate

Olin E. Teague

OLIN E. TEAGUE
United States House of
Representatives

R. Walter Riehlman

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Harold C. Ostertag

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William H. Natcher

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George Huddleston, Jr.

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E. D. Harrison

Dr. EDWIN D. HARRISON
President, Georgia Institute
of Technology

Eric A. Walker

Dr. ERIC A. WALKER
President, The Pennsylvania
State University

Edward B. Hanify

EDWARD B. HANIFY
Member, Ropes and Gray
Boston, Massachusetts

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 1963 BOARD OF VISITORS**



Official Register of the Officers and Cadets, United States Military Academy, for the Academic Year ending 6 June 1962

Catalogue of the United States Military Academy, 1962-1963

Report of the Board of Visitors, United States Military Academy, 1962

Annual Report of the Superintendent to the Chief of Staff, United States Army, 1962

Proposed Schedule for 1963 Visit

**PROGRAM FOLLOWED
BY BOARD OF VISITORS**

ANNUAL VISIT

1963



Thursday, 2 May 1963

- 1200 Organization meeting and luncheon, HOTEL THAYER
- 1320 — 1520 Conference with the Superintendent, Headquarters, USMA
- 1520 — 1720 Joined by USMA Escort Officers
- Veteran Board Members* — Each selects an "area of interest," then accompanied by Escort Officer pursues inquiry into that area of interest. (1) (2)
- Newly Appointed Board Members* — Conference on Academic Program with Dean in Faculty Lounge; Tour of Bartlett Hall, New Library, Thayer Hall, to include Nuclear Reactor, Cyclotron, Mechanics Lecture Hall, Typical Classroom, Computer Laboratory, Language Laboratory, Museum. (1) (2)
- 1730 Board assembles on THE PLAIN to observe Cadet Review.
- 1805 Return to HOTEL THAYER.
- 1915 Superintendent's Dinner (Quarters 100)
- Return to HOTEL THAYER.

Friday, 3 May 1963

- 0830 Met in HOTEL THAYER by Escort Officers.
- 0830 — 1045 *Newly Appointed Board Members* — Conference on Military and Physical Education Programs with Commandant in Brigade Conference Room; tour of selected Cadet Barracks, Cadet Barracks Area, Cadet Model Room, Gymnasium. (2)
- Veteran Board Members* — Continue inquiry into areas of interest.
- 1045 — 1200 *All Congressional Members* are requested to gather in the Faculty Lounge for a special briefing on Admissions. (2)
- 1045 — 1200 *Newly Appointed Board Members* (less Congressional Members) join one of the five area of interest groups.
- Area of Interest Groups* (less Congressional Members) continue inquiries.

EXHIBIT C - 1

Friday, 3 May 1963 (Cont'd)

- 1200 Board assembles at THAYER MONUMENT and is joined by appointees of the several members of Congress (or by cadets selected by the Commandant) for photographs.
- 1215 Lunch with cadet escorts, CADET DINING HALL. (3)
Veteran Members, if they desire, and Late Arrivals:
- 1300 — 1345 Conference on Academic Program with Dean in Faculty Lounge.
- 1400 — 1500 Conference on Military and Physical Education Program in Brigade Conference Room.
- 1500 — 1600 Join *Area of Interest Groups* of their choice.
- 1300 — 1530 *Area of Interest Groups* continue inquiries.
- 1530 — 1630 Board assembles in WASHINGTON HALL for USMA "Expansion" briefing. (4)
- 1630 Return to HOTEL THAYER.
- 1745 Reception, Quarters 100.
- 1830 Board Members met at WASHINGTON HALL steps by First Class Cadets selected by the Commandant. Members invited to dinner in the CADET DINING HALL.
- 1915 If they so desire, Board members visit CADET BARRACKS accompanied by First Class Cadet Escorts.
- 2030 Upon completion of visit to CADET BARRACKS, members of the Board are invited to the Dean's Quarters (104) for coffee.
- Return to HOTEL THAYER.

Saturday, 4 May 1963

- 0830 Executive session and preparation of report, HOTEL THAYER.
- 1100 — 1130 Final Conference with the Superintendent.

NOTES:

(1) Because the membership of the present Board includes those who have had prior service with the Board of Visitors and considerable experience with the Military Academy, as well as those who are serving on the Board for the first time and are relatively unfamiliar therewith, a composite program of activities is proposed. For convenience, the two groups are referred to as "Veterans" and "Newly Appointed" members, and the activities suggested for them are as set forth in the schedule. It will be noted that on Friday afternoon the "Newly Appointed" members, having had opportunity for familiarizing themselves with the larger patterns of Academy activity with the Dean and the Commandant, are invited individually to join the "area of interest groups" of their choice.

The "area of interest groups" are designed to permit Members to examine in depth those matters of particular interest to them. The Superintendent has designated a senior Staff and Faculty member as Escort Officer for each group. The Escort Officer, subject to the desires of the Board Members involved, will provide full coverage of the area of interest assigned. Functional constitution of these area of interest groups is as follows:

- No. 1. Mathematics — Science — Engineering
- No. 2. Humanities — Social Sciences
- No. 3. Leadership — Military Instruction
- No. 4. Post Management — Facilities — Expansion Plans
- No. 5. Admissions and Extracurricular Activities

(2) In the event any group, or any member thereof, desires to consult with an official at a time other than the time indicated for his briefing, Escort Officers will make arrangements therefor.

(3) Members of the Congress will be seated with their cadet "constituents."

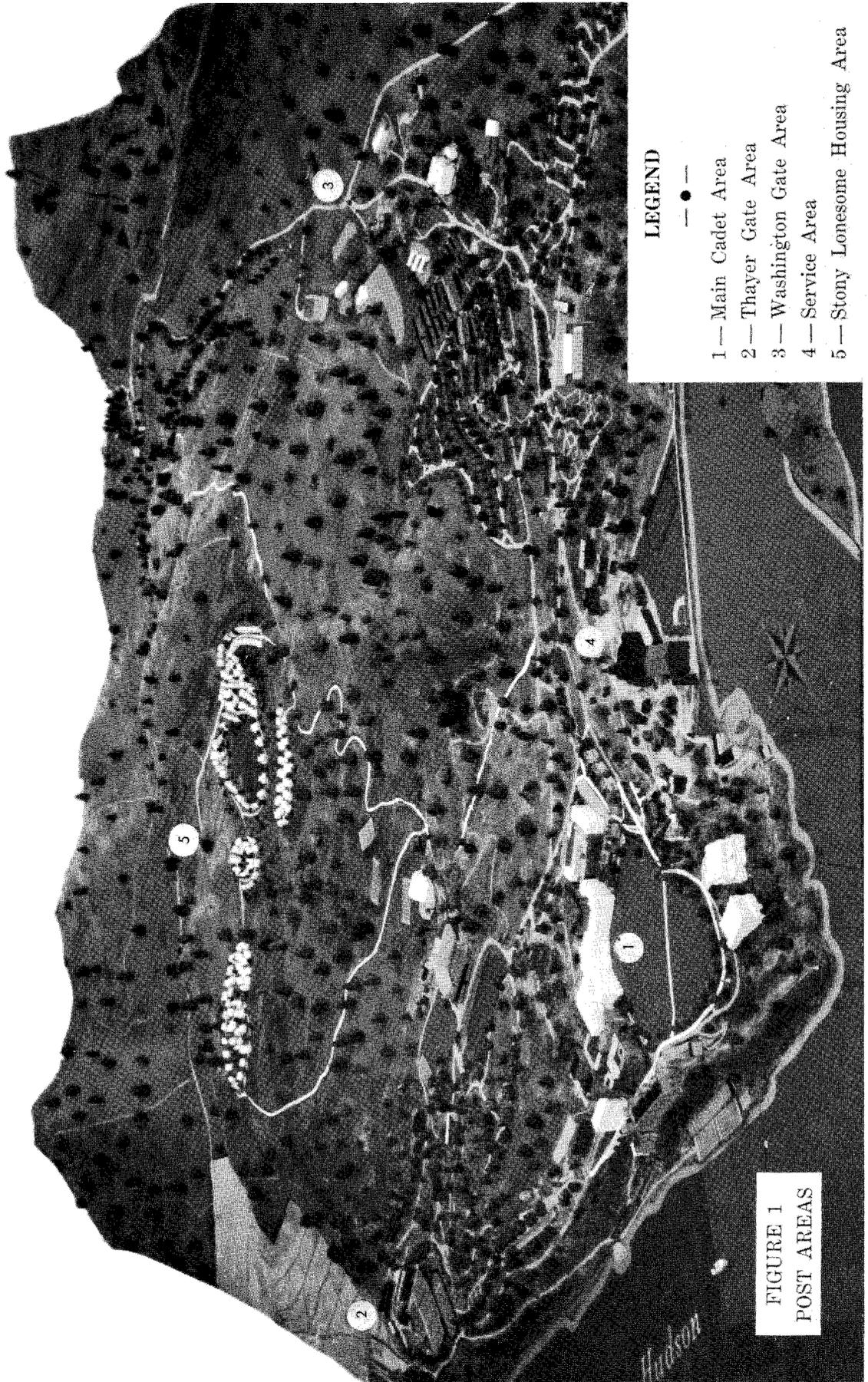
(4) The Superintendent hopes that the assembled Board will receive the briefing on the USMA Expansion Plan. In the event any member of the Board finds it inconvenient to attend at the time scheduled, the Escort Officer concerned will make special arrangements for an individual presentation.

(5) An appropriate program has been developed for accompanying wives and children.

EXHIBIT D

— ● —

WEST POINT'S PHYSICAL EXPANSION PLAN IN BRIEF



LEGEND

— ● —

1 — Main Cadet Area

2 — Thayer Gate Area

3 — Washington Gate Area

4 — Service Area

5 — Stony Lonesome Housing Area

FIGURE 1
POST AREAS

PLAN FOR THE EXPANSION OF WEST POINT'S PHYSICAL FACILITIES IN BRIEF



GENERAL CONCEPTS

The plan for the expansion of West Point's physical facilities is based upon the following criteria:

- Preservation of the highest standards of education and training.
- Maintenance of the physical integrity of the Corps as regards quartering, messing, academic instruction, etc.
- Minimization of time and distance factors involved in essential cadet movements.
- Aesthetic acceptability of new construction.
- Optimum use of premium real estate.
- Minimization of congestion in Main Cadet Area (restriction of construction to that essential to cadet requirements).
- Minimization of cost through optimum use of existing plant (rehabilitation, modernization, enlargement).
- Preservation of the historic West Point scene and its enhancement as a National Shrine.

THE OVERALL PLAN

The core of the plan centers in enlargement, rehabilitation and new construction in the Main Cadet Area. The Main Cadet Area is shown in Figure 2. and the plan for its development will be discussed in some detail below.

Other features of the overall plan, involving certain post-wide relocation, rehabilitation, and construction have been developed to support most effectively the expanded Main Cadet Area. Figure 1 shows the principal areas of the post as they would appear when the proposed expansion is completed. In developing the post area plan two considerations were paramount: the functional desirability of grouping like activities together; the reduction of vehicular traffic in the Main Cadet Area.

Salient features of the plan are:

- Reservation of the Main Cadet Area for cadets and agencies in their immediate support (1)
- Concentration of troop units and their support facilities in the Thayer Gate Area (2)
- Grouping of major industrial facilities (maintenance shops, laundry, etc.) in the Washington Gate Area (3)
- Centralization of those facilities normally found in the business district of the small community in the Service Area (4)
- Construction of a major new housing area at Stony Lonesome (5)

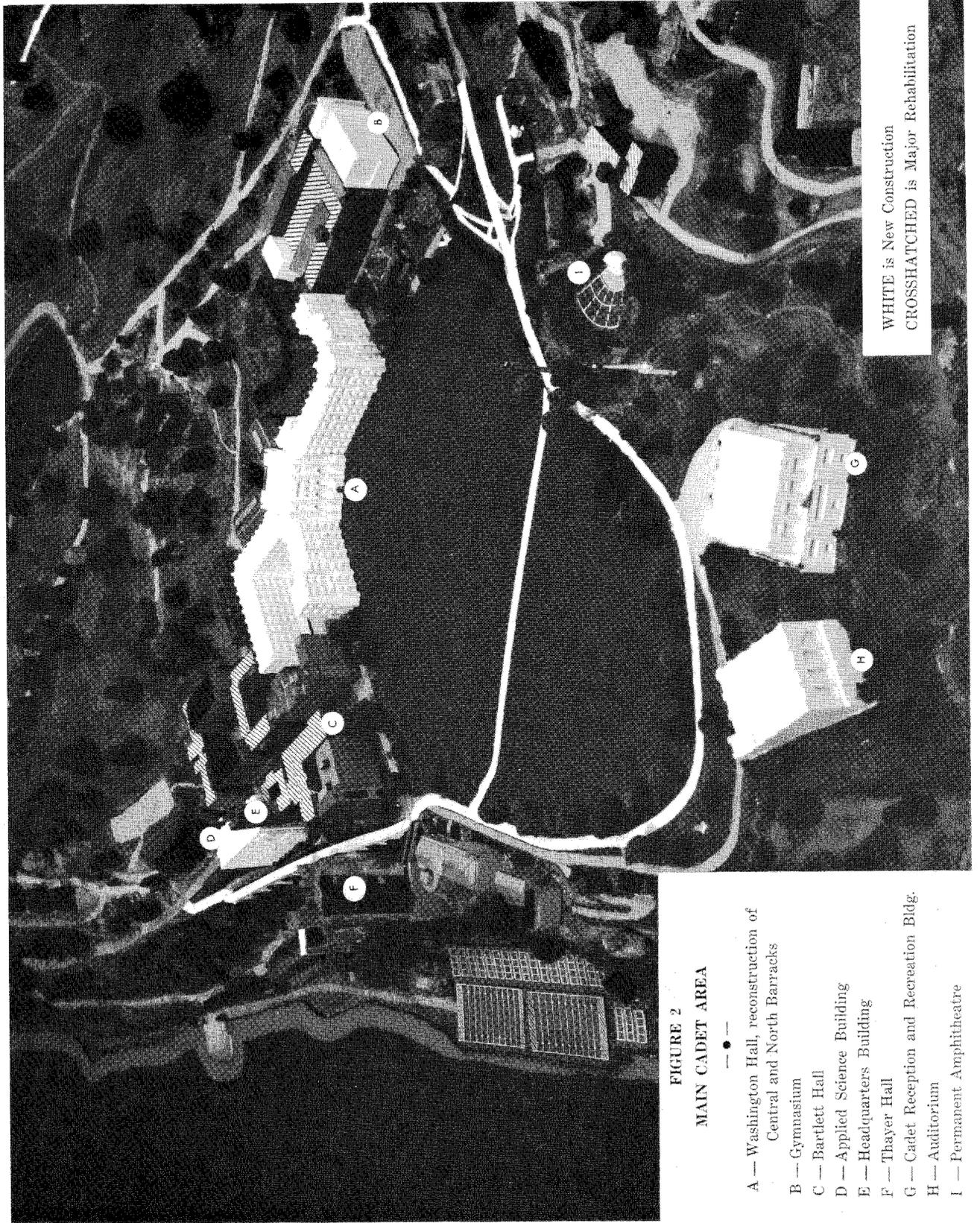


FIGURE 2
MAIN CADET AREA

- A — Washington Hall, reconstruction of Central and North Barracks
- B — Gymnasium
- C — Bartlett Hall
- D — Applied Science Building
- E — Headquarters Building
- F — Thayer Hall
- G — Cadet Reception and Recreation Bldg.
- H — Auditorium
- I — Permanent Amphitheatre

WHITE is New Construction
CROSSHATCHED is Major Rehabilitation

PLAN FOR THE DEVELOPMENT OF THE MAIN CADET AREA

(References are to Figure 2)

1. GENERAL.

Washington Hall (A) housing the Cadet Mess, Cadet Store, and the Department of Earth, Space and Graphic Sciences dominates the Main Cadet Area. It will continue to do so under the plan for expansion for it will then be enlarged and physically joined on either flank by the new *Central* and *North Barracks*, called for by the plan.

Among the immediate problems faced in the event of expansion in the size of the Corps is that of providing increased food-preparation and dining space. A maximum of 2700 cadets can be physically seated at one time in the present dining hall. Engineering studies indicate that while it is impracticable, by reason of the terrain, to enlarge *Washington Hall* to the rear, it can be expanded adequately to the front by impinging to a minor degree on the Plain.

Central Barracks and *North Barracks* presently occupy positions flanking, but not joined to, *Washington Hall*. They are the two oldest barracks extant, and are archaic in floor plan, make inefficient use of the real estate upon which sited, and, were they to be retained, would require major rehabilitation. Cost of such rehabilitation would be as great, if not greater than, that for new construction. Faced with this prospect, and the additional problem of providing increased living space for the expansion of the Corps to 4250, the conclusion was reached that both of these old barracks buildings should be demolished and rebuilt.

The proposed forward expansion of *Washington Hall* will permit barracks reconstruction, in place, with a capacity adequate for future expansion. Certain historical parts of *Central* and *North Barracks* will be preserved. The end result will be aesthetically pleasing, and will continue efficiencies inherent in the present cadet complex.

In sum, the overall plan for the Main Cadet Area has been developed around the concept that the Cadet Mess - Barracks complex be modernized and expanded in place.

2. SPECIFICS.

(A) *Washington Hall*

Washington Hall with its two flanking barracks, as it will look if the plan be carried out, as shown at (A). The expanded kitchen and dining hall will be able to serve 4500 persons at one sitting, a capacity adequate to handle the expanded Corps, visiting athletic teams, and official visitors to the Academy. The facades of the new barracks will occupy ground generally forward of their present line (towards the parade ground), and will conform to the new facade of *Washington Hall*.

Figure 3 (following) an artist's view from a point on the Plain, shows that the traditional West Point skyline, in which the Cadet Chapel dominates the center of interest, will remain unchanged.

The additional space created in *Washington Hall* by its expansion, and by relocation of certain activities presently there, will meet the requirements of the Department of Earth, Space and Graphic Sciences (presently located on its fifth floor) and will permit accommodation of the Department of Foreign Languages.

(B) *Gymnasium*

The existing gymnasium appears to the right of the barracks complex. It was constructed, in increments, from 1910 through 1947. It houses the offices of the Director of Physical Education and the Director of Athletics, together with facilities for gymnastic and the indoor physical training of cadets, intramural sports, and many Corps squad athletic programs. It presently provides space, on an interim basis, for showing motion pictures; for cadet dances; and for a portion of cadet reception and recreation needs.

The older sections of the building are in need of major renovation to correct deficiencies in electrical wiring, heating, ventilation, plumbing and general layout.

The main swimming pool (1910) is used for varsity swimming meets and for swimming instruction. It is functionally inadequate, provides insufficient spectator space, and its water processing machinery is in need of frequent repair.

Through planned recoupment of space presently used for a cadet restaurant and lounge, and that used as a theatre, through rehabilitation of the existing building, and through new construction, the current and expansion requirements of the Academy for adequate gymnasium facilities can be met.

3. ACADEMIC FACILITIES.

The older section of *Bartlett Hall* (C) constructed in 1913, and the addition thereto (1938) are badly in need of modernization and rehabilitation as has been discussed in the body of the Report. Upon completion of the *Science Building*, discussed below, and the rehabilitation of *Bartlett Hall*, the Department of Mechanics will be moved to the former, permitting the expansion in place of the Departments of Electricity, and Physics and Chemistry.

The projected *Science Building* (D) will be sited on Thayer Road immediately south of the *Headquarters Building* (E). The Department of Mechanics, Ordnance, and the Civil Engineering segment of the Department of Military Art and Engineering (currently housed in *Thayer Hall*), together with their associated laboratory facilities, can be accommodated in their entirety in this building. In addition there will be space for the Computer Center, a facility finding ever wider application in the Academy curriculum as well as in West Point's administration.

Thayer Hall (F) is the Academy's largest and most modern academic building. By moving the Department of Ordnance, and the Civil Engineering segment of the Military Art and Engineering Department out of this building, sufficient space can be made available to meet adequately the expansion needs of the Departments of Social Sciences, English, Mathematics, Law, the Military

Art segment (of the Military Art and Engineering Department), and the Office of Military Psychology and Leadership of the Department of Tactics.

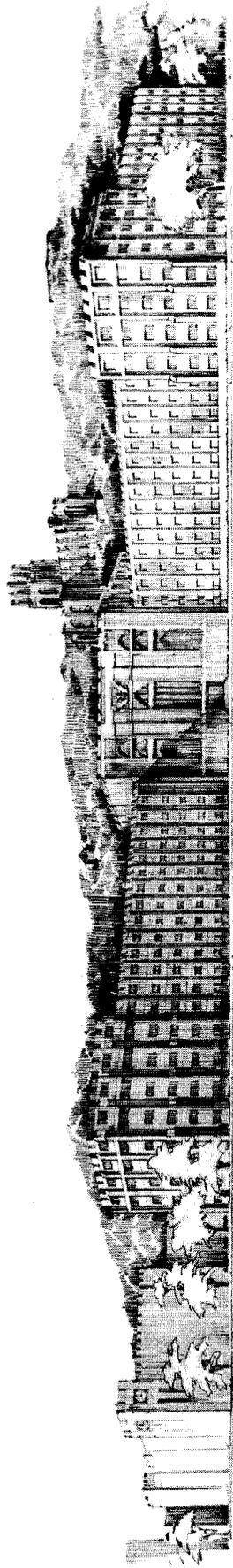
4. OTHER FACILITIES.

The requirement for an adequate *Cadet Reception and Recreation Building* has been discussed in the body of the Report. It will be a facility even more urgently needed in the event of expansion. The plan proposes that it be constructed at (G), north of the Plain, overlooking the Hudson River. The building, constructed with its bulk below the level of the Plain, will leave the West Point skyline unchanged, and will be sited in such manner as to provide roof-top parking. Upon completion of this building, the space in the gymnasium currently used for cadet reception and recreation activities will revert to its original purpose in support of the Academy's physical education program.

An adequate auditorium in which the Corps can be assembled in its entirety for major lectures, concerts, and other cultural events does not today exist. Graduation exercises, from necessity, are held in the Field House. Dirt floored, and lacking appropriate acoustical properties, it is far from ideal for the purpose. The proposed *Auditorium* (H) will serve to correct this deficiency, as well as provide an adequate theatre. Space presently occupied by the post theatre in the gymnasium will be freed for use in support of the gymnasium's primary mission.

Immediately below Trophy Point, having a spacious vista of the Hudson, there is situated today a natural amphitheatre. The construction of a permanent outdoor *Amphitheatre* (I) is proposed, when non-appropriated funds become available. Band concerts, outdoor religious services in the summer, and similar activities, will be conducted there.

A proposed elevated bypass road and other desirable road realignments appear in white. These are designed to relieve traffic in the Main Cadet Area.



CENTRAL BARRACKS

WASHINGTON HALL

NORTH BARRACKS

FIGURE 3. Artist's rendering of facade of proposed enlarged and reconstructed Central Barracks-Washington Hall-North Barracks complex, viewed from a point on the Plain.

